

National Auto Auction Association



ON THE BLOCK MAGAZINE
NOVEMBER 2021 / VOLUME 8 — NO. 6



2022-2023 NAAA Leadership

Garrison Hudkins, President-Elect & R. Charles Nichols, President



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NATIONAL INDUSTRY AUCTIONERS ASSOCIATION





ON THE BLOCK MAGAZINE
NOVEMBER 2021

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R. Charles Nichols

"We have a common goal at NAAA. Since our founding in 1948, our top priority has always been to protect the interests of our members and promote the progress of our industry. Today, it has become more important than ever to focus on the needs of both our members and our customers as we all head into the next decade of the 21st century. Communication is key in achieving that goal."

A New Day for NAAA

I am most humbled to accept the honor as president of the National Auto Auction Association. We are entering our 74th year as an association, and I look forward to all that we will accomplish together in the year ahead.

I am so proud of everyone. We can remember those tough days at the start of the pandemic. But we rose to the occasion, worked together, and we are coming out of the pandemic even stronger than we were before. I am most proud of the unity, the people, independents and ServNet, Manheim and KAR, and the character of our auctions that make our industry thrive.

We have a common goal at NAAA. Since our founding in 1948, our top priority has always been to protect the interests of our members and promote the progress of our industry. Today, it has become more important than ever to focus on the needs of both our members and our customers as we all head into the next decade of the 21st century. Communication is key in achieving that goal.

As I begin my term as president, I want to share with you a few key priorities that I would like to work on.

I would like to emphasize the importance of our jobs network. NAAA launched autoauctionjobs.com in 2019 to create a one-stop registry of technical schools and scholarship opportunities for young people interested in pursuing careers as service technicians. Recruiting students for those apprentice programs and promoting NAAA's digital jobs board will be a key priority of mine.

Safety will also continue to be a top priority for NAAA as we continue to navigate the pandemic while using best practices to provide safe workplaces for all our members. And finally, compliance is something that we as an industry will all need to work on together in the year ahead to make sure we are adapting to the changing environment.

I am excited about the future, working with our new CEO Tricia Heon, and all the possibilities to promote and protect the interests of our members and the wholesale auto auction industry.

Again, I am honored to serve as your 2021-2022 NAAA President. I look forward to working with all of you in the year ahead! Stay tuned for some new announcements soon, and we are all looking forward to our next convention in Dallas in 2022!



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How Do I Get Involved, and I Don't Know Where to Start?

Part of my job as NAAA CEO is organizing virtual auction visits with our members. These visits provide an opportunity for NAAA's leadership to hear directly from auctions about any concerns they may have, some of the challenges they face, and what is working well. On a recent call, I was asked the question by an auction general manager, "How do I get involved, and I don't know where to start?"

I could not have been happier to hear this question. One of my goals in the year ahead is to tackle this issue head-on as NAAA looks to unify its membership and continue to innovate. I have met many of you, and I know how busy you are on a daily basis. But I have seen a strong desire from many of you to become more active with the association, to volunteer your time, and contribute and learn more about NAAA and the greater auto auction industry.

There are many ways to become involved. NAAA operates on a system of committees, and we rely on the hard work and dedication of these volunteers. The committees represent, engage, and serve our membership and encourage group participation in problem solving. The committees also provide a training ground for future industry leaders and offer a wide array of topics and issues to become involved in such as auction standards, legislation, finance and budget, and education and training.

Beyond our committees, NAAA offers a variety of training and education resources to our members to enhance your skill set and understanding of the auto auction industry. Our Safe T. Sam program is an industry-recognized training program based on proven best safety practices, designed to help make your auction and workplace safer. This fall, NAAA is hosting a virtual three-part seminar with Dr. Brittney Boone, a renowned diversity and inclusion consultant. The seminars will cover understanding our role in creating an inclusive work environment and establishing a commitment to an inclusive environment for all. We also continue to offer auction standards training and condition report writing training. NAAA's live job board will be available on our website later this fall. A weekly job board brief will be sent to automotive technology professors across the country, highlighting member auction's open positions. This will help our auctions fill positions that are most in demand in our industry.

Stay tuned for more updates this fall for ways to get involved as NAAA examines the services and benefits we offer to our members. Look for us to become more active on social media and increase our two-way communication and engagement with all of you. We look forward to hearing more from you, and you will most certainly be hearing more from us!



Tricia Heon

"One of my goals in the year ahead is to tackle this issue head-on as NAAA looks to unify its membership and continue to innovate."



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Legislative

FEDERAL LEGISLATION

Infrastructure Bills

At the Federal level, there are two infrastructure bills before Congress that have been the subject of intense debate in both chambers. In August, the Senate passed the Infrastructure Investment and Jobs Act, also known as the Bipartisan Infrastructure Framework (BIF) bill. This is a core infrastructure bill totaling \$1.2 trillion in new spending. The bill does not include provisions on motor vehicle safety, electric vehicle (EV) purchasing, cash for clunkers, and semiconductor chips. However, there are several issues of interest for member auctions that are included in the bill:

The bipartisan highway bill from the Environment and Public Works (EPW) and Commerce Committees, as amended by the Banking and Commerce Committees;

\$7.5 BILLION for the EPW's Electric Vehicle (EV) Charging and Fueling grant program to deploy EV, hydrogen fueling infrastructure, propane fueling infrastructure, and natural gas fueling infrastructure while also including a state formula program for EV charging infrastructure deployment;

\$7.5 BILLION for the production and procurement of electric vehicle and low carbon school buses and ferries, to include hydrogen fuel cells, liquefied natural gas, and other alternative fuel technologies;

NAAA is the auto auction industry's leading voice in Washington to protect and promote the interests of our members before Congress. This report provides the latest news in Washington that affects NAAA members and shares updates on state legislation of interest.

NAAA's Legislative Committee met in October to review legislation at the state and federal level that could impact NAAA member auctions.

ELECTRIC VEHICLE

Requirement that the Secretary of Energy conduct a study on the cradle to grave environmental impact of electric vehicles; and,

Requirement that the Secretary of Energy study the impact on forced labor in China on the electric vehicle supply chain.

The BIF is pending in the House. Discussions have been ongoing involving the President, the House Democratic leadership, and various factions of House Democrats and key senators. As of press time, a deadline of October 31 has been set in the House for a vote on the bill.

The Build Back Better Act (BBB) provides funding for human infrastructure such as healthcare, education, climate change, and other social programs. It also includes funding for core infrastructure programs. This bill is pending in both the Senate and the House.

Of interest in the House, the Energy and Commerce Committee included appropriations of \$2 billion for an

electric vehicle supply equipment rebate program, \$1 billion for electric vehicle charging stations, federal assistance for state energy transportation plans to promote the electrification of the transportation supply, and

\$6 BILLION for transportation electrification grants.

The Ways and Means Committee included tax credits for plug-in electric vehicles, for the purchase of used plug-in electric vehicles, and for qualified commercial vehicles. As with the Senate bipartisan core infrastructure bill, none of the House committees included provisions on motor vehicle safety, EV purchasing, cash for clunkers and semiconductor chips. As of press time, negotiations are on-going between the President, House Democrats and key Senate Democrats with the goal of reaching an agreement on the BBB that would garner enough House Democratic support that they would then vote for the BIF.

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UPDATE

State Federal

Chip Production

The Senate, on a bipartisan vote of 68-32, and with the support of the President, passed the U.S. Innovation and Competition Act or (USICA) which appropriates almost

\$250 BILLION
to bolster manufacturing

and technology to meet the economic and strategic challenges from China. Of that amount, \$52 billion is provided to help domestic manufacturers of semi-conductors

expand chip production. This issue has gained urgency with a global shortage of chips that has impacted U.S. automotive plants. This in turn has affected the availability of automobiles resulting in disruption to the economy and a negative impact on consumers. In the House, domestic funding for chip production is included in the National Defense Reauthorization bill which has stalled because of other controversial issues that are included. The likely scenario for domestic chip production funding is the FY22 appropriations process which is currently underway.

STATE LEGISLATION

Several state-level issues of key interest to NAAA members were discussed during NAAA's recent Legislative Committee meeting. Major topics included recalls, e-titling and salvage branding, and emissions control issues.

NAAA continues to monitor state legislation to assess its impact on the industry. Should any NAAA members have any concerns about any federal or state legislation, please contact NAAA headquarters.

Meet the 2021-2022 NAAA Leadership

The National Auto Auction Association Executive Officers and Board of Directors provide strategic guidance and help shape the overall strategy of the association. It is a group of talented individuals who have built distinguished careers in the auto auction industry and who are leaders of their own auctions and organizations. Above all, the NAAA leadership protect the association and keep its best interests in mind.

NAAA's mission has always been to serve as a strong, unified voice to protect and promote the interests of its members and the wholesale auto auction industry. As the NAAA Executive Committee and Board of Directors begin a new year and look to the future, the association's role will continue to broaden as it continues to act as a catalyst for innovation, a conduit for communication, and it serves as a common ground where all can come together to create solutions for industry-wide issues on a solid foundation of shared principles.

In the pages that follow, you will have the opportunity to learn more about NAAA's leadership and the diverse array of experience and leadership qualities that each individual brings to the association.

2021-2022 Executive Officers



R. Charles Nichols
NAAA President
President, Bel Air Auto Auction
President, BSC America

R. Charles Nichols has had a distinguished career in the auto auction industry. He began his vehicle remarketing career in 1983 when he joined Bel Air Auto Auction. He is currently president of Bel Air Auto Auction and president of its parent company, BSC America, a collection of privately-held asset management companies, which counts Tallahassee Auto Auction among its holdings. He has worked in close partnership with his family, with his father Raymond Nichols serving as chairman and his sister Michelle Nichols-Neff serving as executive vice president of BSC America.

Throughout his career, Nichols has been an active member and supporter of NAAA. He was previously NAAA vice president and president-elect. He has served on various committees, the NAAA Board of Directors, and was Eastern Chapter president in 2015-2016.



Garrison Hudkins
NAAA President-Elect
Vice President, Southern Auto Auction
Easton Powersports Auction, and
SAFS, Inc.

Garrison Hudkins is the vice president of Southern Auto Auction, Easton Powersports Auction, and SAFS, Inc.

He joined the East Windsor, Connecticut auction in 2010, becoming the third generation in the family business founded in 1947 by his wife's grandfather Larry Tribble, Sr. The business is currently owned by Larry Tribble, Jr.

In 2020-2021, Hudkins served as NAAA vice president alongside President Julie Picard and President-Elect R. Charles Nichols.



Eric Autenreith
NAAA Vice President
Owner, Indiana Auto Auction
General Manager, Carolina Auto Auction

Eric Autenreith grew up in the auto auction industry. His parents, Henry and Patty Stanley, are both NAAA Hall of Fame members, and they are owners of the Stanley Autenreith Auction Group, which consists of Indiana Auto Auction and Carolina Auto Auction.

Eric Autenreith himself has had a successful 24-year career in the auto auction industry. He is the owner of Indiana Auto Auction and the general manager of Carolina Auto Auction. He is a graduate of Auction Academy and is CAR certified. He has been a dedicated supporter of NAAA and served as president of the NAAA Midwest Chapter and currently serves as chair of the board of the NAAA Southern Chapter.

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NAAA TEAM

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Mike Browning

NAAA Executive Vice President
General Manager, Manheim
San Antonio

A native of Baton Rouge, Louisiana, Browning entered the automotive world in 1989 as a car salesman. In 2003, he moved into the auto remarketing industry, joining Manheim as the general manager of the corporation's New Orleans auction. Four years later, he took the position of general manager of Manheim Mississippi. He was named as Manheim San Antonio general manager in 2014.

Browning has been active with NAAA since 2007. Before his term as president in 2016-2017, he was secretary, vice president, president, and board chair of NAAA's Southern Chapter. He has also sat on the NAAA Board of Directors, served as its chairman, and is currently the NAAA Executive Vice President and serves on various committees.



Paul Lips

NAAA Treasurer
Executive Vice President, Central
Region, ADESA

Paul Lips has held multiple leadership positions throughout his career with ADESA, including chief operating officer and senior vice president of operations and finance.

Prior to joining ADESA, Lips spent six years with Indianapolis company Geo. S. Olive & Co. managing audits of multiple clients in various industries.

Lips has been an active NAAA supporter and has previously served as 2013 NAAA president. He also serves on various NAAA committees, including the Auction Standards Committee, Finance and Budget Committee, and Joint Marketing Committee. He previously was a member of the former Education and Quad Zone committee.



Julie Picard

NAAA Chair of the Board
Vice President of Industry
Partnerships, Cox Automotive

Throughout her nearly 30-year career with Manheim, Julie Picard has held a variety of positions with increasing responsibility. She was elected NAAA vice president in 2018 and then served as president-elect and then president for the 2020-2021 term, helping lead NAAA and the auto auction industry through challenging times during the pandemic.

Picard is a graduate of the University of Montana and the Cox Executive Leadership Program. She has been honored for her industry leadership as one of Auto Remarketing's "2013 Women in Remarketing" and received the prestigious 2013 Laurie Dobberphul Top Achiever Award, presented by GE Remarketing.



Charlotte Pyle

NAAA Secretary
Owner, Mountain State Auto Auction

Charlotte Pyle broke into the auction business in 1979 with her husband Joe. She is now the owner of Mountain State Auto Auction in Shinnston, West Virginia and Capital City Auto Auction in Charleston, West Virginia.

Pyle previously served in 2012 as president of the National Auto Auction Association and has been the Independent Auction Group co-chair for more than 21 years. She has been a longtime supporter of NAAA and currently serves on NAAA's Finance and Budget Committee, Legislative Committee, and Membership Committee.

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Tricia Heon
NAAA Chief Executive Officer

Tricia Heon is the chief executive officer for the National Auto Auction Association (NAAA). She is the first woman to lead the 73-year-old association.

Heon first joined NAAA in 2011 as the legislative director and operations manager and was later promoted to chief operating officer in 2019.

Heon holds a B.A. in Economics and Political Science from University at Albany and earned a Master of Public Administration from Syracuse University's Maxwell School of Citizenship and Public Affairs. She was recognized by Auto Remarketing as a 2020 Women in Remarketing honoree.



Eastern Chapter
Clint Weaver
General Manager, America's Auto Auction – Harrisburg

Clint Weaver started at Harrisburg Auto Auction in 2005 as the internet sales manager. In 2015, Harrisburg Auto Auction was acquired by America's Auto Auction. In 2018, Weaver became general manager of America's Auto Auction Harrisburg.

Weaver serves on the Mid Atlantic Regional Independent Automobile Dealers Association (MARIADA) Board of Directors as its secretary. He is active with NAAA and serves on the Legislative and Safety Committees in addition to being a member of NAAA's Eastern Chapter Board of Directors.

At the date of print the Eastern Chapter is in the process of filling a vacant BOD position.

2021-2022 Board of Directors



Eastern Chapter
Anthony Rotsart
Fleet Lease Manager, America's Auto Auction – Boston

Anthony Rotsart has been in the auction business for more than 30 years. He started by helping his father, Jim Lamb, set up for on-site auctions, and then began working for the family business, Lynnway Auto Auction. During his tenure at Lynnway, Rotsart was hands-on in most aspects of the auction and ultimately ended up as Arbitration Manager. In 2019, Lynnway Auto Auction was acquired by America's Auto Auction. Rotsart currently holds the position of fleet lease manager.

Rotsart served as the 2021 NAAA Eastern Chapter President. He completed Auction Academy and received his Auction License in 2019.



Midwest Chapter
Chad Anderson
General Manager, Greater Rockford Auto Auction

Greater Rockford Auto Auction (GRAA) first welcomed Chad Anderson in 1997 as an employee of the detail department. While finishing high school, college, and graduate school, he worked around classes, on summer breaks, and ultimately full-time in various areas including the detail, fleet/lease, and sales departments.

Anderson earned his MBA from Northern Illinois University and a B.A. in Management/Marketing from Concordia University Wisconsin. His experience and determination led him to the current general manager position at GRAA and he also serves as a member of NAAA's Midwest Chapter Board of Directors, and on the membership committee.

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NAAA TEAM

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Midwest Chapter

Rob Thompson

General Manager, Mid-State Auto Auction

After graduating from college, Rob Thompson joined Mid-State Auto Auction as a sales representative, a position he held until 2006 when he decided to take on more responsibility as part owner and general manager. In 2014, Thompson bought his father's stake in the auction and became its sole owner, while to date, still serving as its general manager.

Thompson served as president of the NAAA Midwest Chapter in 2014-2015 and is currently on the NAAA Board of Directors.



Midwest Chapter

Steve Kesler

President, Kesler-Schaefer Auto Auction

Steve Kesler grew up in the auto auction business founded by his grandparents, Ken and Eleanor Schaefer. Kesler Schaefer Auto Auction was founded in 1943. Kesler officially joined the auction in 1978 and currently serves as the auction's president.

Kesler has been an active supporter of NAAA through service on NAAA's Midwest Chapter and Education and Training Committee. He currently serves as co-chair of the NAAA Membership Committee.



Southern Chapter

Craig Amelung

General Manager, Manheim Mid-Atlantic Market Center

Craig Amelung has a nearly 30-year career with Manheim, including serving as general manager for Manheim Virginia and Manheim Fredericksburg. He

was recently promoted to general manager of the newly created Mid-Atlantic Manheim Market Center that includes Manheim Baltimore-Washington, Manheim Fredericksburg, and Manheim Harrisonburg.

Amelung serves on NAAA's Auction Standards and Legislative Committees.



Southern Chapter

Bill McCready

General Manager, Southeastern Auto Auction of Savannah

A native of Pittsburgh, Bill McCready began his career in the automotive industry after graduating from college. In 2006, he entered the auction side of the business.

McCready previously worked for Charleston Auto Auction as e-commerce manager, marketing manager, and then assistant general manager. He joined Southeastern Auto Auction of Savannah in 2014 as vice president of operations and then became general manager in 2019.

In 2016, McCready was recognized as one of Auto Remarketing's annual Remarketing and Used Car Industry's 40 Under 40 honorees. He has been an active NAAA member and participated in the association's leadership institute. He previously served as president and chair of the board of NAAA's Southern Chapter.



Southern Chapter

Wyatt Carter

General Manager, Richmond Auto Auction

Wyatt Carter has been the general manager of Richmond Auto Auction for four years. Throughout his career, he has received numerous accolades, including being named one of Auto Remarketing's 40 Under 40 in 2019.

Carter previously worked for ADESA Orlando and Sanford Auto Dealers Exchange. He has been in the

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NAAA TEAM

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auction business for 16 years and has held many positions including fleet lease manager and assistant general manager. He is also a graduate of Auction Academy.

Carter has been an active supporter of NAAA and currently serves on its Legislative Committee. He has previously served as NAAA Southern Chapter president and chair of the board.



Western Chapter

Dave Blake

General Manager, DAA Seattle

Dave Blake started in the auto auction industry in 1994. He has held a variety of positions in operations, management, sales, and leadership roles. He previously served as general manager of Auto Auction of New England. He is the current co-chair for the Independent Auction Group and general manager of DAA Seattle.

Blake has been an active supporter of NAAA and has served as president of both the NAAA Eastern and Western Chapters.



Western Chapter

Luke Pidgeon

General Manager, El Paso
Independent Auto Auction

A native of the Pacific Northwest, Luke Pidgeon began his career as a self-employed general contractor. After working for 11 years in that field, he wanted a career change and entered the auction business in 2012 by joining the McConkey Auction Group as its operations manager for its El Paso location.

Over the next 9 years, Pidgeon worked his way up to his current position of general manager of El Paso Independent Auto Auction. Pidgeon is an Auction Academy graduate and previously served as NAAA Western Chapter president.



Western Chapter

Ashley Dietze

Owner, W. Walker Auction Group

Ashley Dietze is the owner of the W. Walker Auction Group which consists of Corpus Christi Auto Auction and San Antonio Auto Auction. Dietze was named a Women in Remarketing honoree by Auto Remarketing in 2017.

Dietze's family owns and operates the W. Walker Auction Group. She started working for the family business during summers in between school. She began working full-time for the auction after graduating from Texas A&M University and has held several positions including transportation manager and fleet lease manager. She has served as a member of the board of directors for the ServNet Auction Group. Dietze has been active with NAAA through service with its Western Chapter.



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AutoIMS Makes Donation on Behalf of Outgoing NAAA President



On behalf of former NAAA president Julie Picard, AutoIMS is donating \$5,000 to The Colt Anderson Dream Big Foundation.

Last year, AutoIMS CEO Venkat Krishnamoorthy started the tradition of making a contribution to charity on behalf of the outgoing NAAA president to promote the auction community's giving spirit and to recognize the hard work

and dedication of the outgoing NAAA president, and now AutoIMS is continuing the tradition in Picard's honor.

Picard decided to donate to The Colt Anderson Dream Big Foundation, a nonprofit based in Butte, Montana. Its mission is being dedicated to creating positive change for children by providing resources, innovative

Julie Picard



opportunities, and experiences that will empower them to find their passion to dream big and succeed.

Last year, outgoing NAAA President Laura Taylor decided to split the contribution between H.O.M.E., which provides a family life, support, and shelter for boys over the age of 16, and the USVET Fund in honor of those who have served our country.

Frank Hackett Inducted into NAAA Hall of Fame

Hackett Served as NAAA Chief Executive Officer and Executive Director

After leading the National Auto Auction Association for 17 years, Frank Hackett was inducted into NAAA's Hall of Fame, one of the association's highest honors.

Hackett, former NAAA chief executive officer, received the honor during an NAAA Executive Committee meeting in Frederick, Maryland, home of NAAA's headquarters.

Hackett retired in July 2021 after serving as executive director and later chief executive officer of NAAA. During his 17-year tenure, NAAA grew to become a strong, unified voice and influential leader to protect and promote the interests of its members and the wholesale auto auction industry.



Membership in the NAAA Hall of Fame, established in 1968, recognizes individuals whose long-term service to the auto auction

industry and NAAA has contributed improvements to remarketing, has worked with the trade organization to benefit its members, and has consistently followed the high standards of the association's Code of Ethics.

Under Hackett's leadership, NAAA achieved numerous milestones and noteworthy accomplishments. The association launched a safety training program, established a self-sustaining scholastic foundation, published studies on key issues such as solving the technician shortage challenge and looking ahead into the auto auction industry's future, among many other achievements.

Throughout his time leading NAAA, Hackett worked to bring together corporate and independent auctions to make collective decisions to advance the auto auction industry. He now serves in a consultant role for the association.



Auction Community **RESILIENT** in the Wake of Weather Disaster

whose homes were damaged and some displaced from their residences. The auction didn't have power and ran on a generator for two weeks following the storm.

Immediately following the hurricane, Big Valley Auto Auction in Texas sent a truck on a one-way, 13-hour trip to provide fuel, tarps, bottled water, and other items to support their colleagues in Louisiana. Thanks to Big Valley's support, Louisiana's 1st Choice was back up and running in a matter of days, and it didn't miss a sale. Operations Manager Jacob Warren said the character and resilience of his auction's employees were on full display in the aftermath of the storm.

Hurricane Ida left a devastating impact on our neighbors in the Gulf Coast region all the way through the Northeast. We all saw the headlines of the damage left in the wake of the storm and the toll it took on so many who live in its path. Tropical Storm Nicholas also posed challenges to the Gulf Coast.

NAAA was in contact with member auctions who were impacted by the recent weather events. Louisiana's 1st Choice Auto Auction in Hammond, Louisiana had several employees who were affected by Hurricane Ida, including some

"We had employees show up the day after to assess the auction and wanting to get it back online," Warren said. "They are passionate about their job, they love this place so much, and they showed up unsolicited asking what they could do to help."

Warren said that some employees would get up at 5 a.m., do repair work on their own homes, show up to work at 8 a.m. to help get the auction back online, return home to work for another several hours, and then show up to do it all over again the next day.

ADESA New Jersey in Manville, New Jersey also had several employees that were affected by Hurricane Ida. General Manager Craig Estep said that the area was hit hard by the

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Providing Relief

storm and that torrential rains fell over a few short hours to cause catastrophic damage. Many employees suffered extensive damage to their homes, and some even had to be rescued by boats to get out of their homes safely. The auction itself did not sustain any damage.

Like Louisiana's 1st Choice, Estep said he was proud of how his employees stepped up in the face of extremely challenging circumstances.

"We have an awesome group of employees. Everyone is now back to work, and people jumped in right away to help and do what they could," said Estep. "It's inspiring to me to see our employees do what they do."

In total, NAAA provided 20 \$500 VISA gift cards to Louisiana's 1st Choice and ADESA New Jersey to help their employees get back on their feet.

These are times when the spirit of the industry shines brightest. NAAA's tradition of its members coming together to help their colleagues survive a catastrophic event has taken on a renewed sense of urgency after recent storms, and we need your help.

The NAAA Warren Young, Sr. Scholastic Foundation, Inc. (NAAAWYSF) Disaster Relief Fund was established in 2018 to provide immediate assistance for member auctions and their employees left victims in the wake of a hurricane, flood, tornado, or other natural disaster. The fund ensures a ready cash reserve is on hand so NAAA can be more proactive in responding quickly and with the flexibility to make a donation appropriate to the magnitude of the damage. It is also a fund that can continue to grow so NAAA can be prepared to face any emergency that may arise.



NAAAWYSF is an exempt organization as described in Section 501 (c) (3) of the Internal Revenue Code. Contributions to the Foundation are considered tax deductible under this IRS Code. Please consult with your tax advisor should you have questions regarding this tax deduction.

To make an **online donation** to the Disaster Relief Fund, visit **www.naaa.com**.

Donations can also be made by mailing a check to the address below and writing "NAAAWYSF Disaster Relief Fund" in the memo line.

Please make checks payable to:

NAAA Scholastic Foundation, Inc.

NAAA Warren Young, Sr. Scholastic Foundation, Inc.

Attn: **NAAAWYSF Disaster Relief Fund**

5320 Spectrum Drive, Suite D

Frederick, MD 21703

Your generosity will help NAAA provide critical support to our colleagues not only now, but when future natural disasters occur. The auction community's resilience and willingness to extend a helping hand continues to be a light that shines bright during tough times.



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REMARKETING SUPERPOWERS

ADESA Streamlines OBD2 Scans Through New Inspection Process

ADESA announced the addition of OBD2 emissions codes to the condition reports of vehicles inspected at ADESA locations. The codes will now be directly added from the scan at the point of inspection and displayed on ADESA condition reports. They will appear as text in a clean and easy to understand table format.

"We're constantly improving our inspection process and condition reports to ensure our customers are getting the clear, accurate and actionable data they need to be successful," said John Hammer, chief commercial officer of KAR Global and president of ADESA. "OBD2 scans and the data they provide aren't new to the industry, but the speed, delivery and clarity of how we're displaying them to our customers is what will make a significant impact. We're ensuring both our buyers and sellers have a faster and clearer path to the key information they need to make smart decisions."

MOTOCROSS MARVEL

Hunter Rush
Dealer Relations,
Charleston Auto Auction

The image consists of two parts. On the left, there is a blue-tinted photograph of a woman with long blonde hair, smiling. On the right, there is a photograph of a person performing a high jump on a motocross bike against a clear blue sky.

Hunter Rush joined Charleston Auto Auction in dealer relations and is from Charlotte, North Carolina. She has a passion for speed and motorcycles. Hunter first started riding at age 6 after she saw her cousin speeding through the field on his new PW50 dirt bike. At age 9 Hunter joined her first competition, placing third. From there, she began winning small town races at a young age and by age 14, she began competing against male riders before the world of motocross expanded to include more females. Although she did not pursue a professional career in motocross, she is still an active part of the racing community and loves riding in her spare time.

ADESA inspectors will now use Bluetooth devices that will seamlessly integrate the results directly into the vehicle's condition report. If the Check Engine Light is on, the condition report will show the corresponding active

emissions codes. If the Check Engine Light is off and no OBD2 codes are shown, the condition report will display "no diagnostic codes were reported".

"Armed with OBD2 information at the point of inspection, sellers can easily make pre-sale reconditioning decisions to repair the cause and clear codes prior to sale, adding value to their vehicle," said Srisu Subrahmanyam, chief operating officer of ADESA. "And if no action is taken, buyers reviewing the condition report will have greater confidence in the listing's accuracy – potentially leading to more bidding activity."

OBD2 scans provide more comprehensive diagnostic information on vehicle lights or issues that are already disclosed in standard inspections. They give sellers and buyers deeper information to help understand the root cause(s) and magnitude of vehicle issues. The resulting codes from an OBD scan will not impact the vehicle's AutoGrade.

Akron Auto Auction and Value Auto Auction Auctioneer Wins 2021 Ohio Auctioneer Championship

Akron Auto Auction (AAA) and Value Auto Auction (VAA) congratulated Drew Turner in the lanes this past August on claiming the 2021 Ohio Auctioneer Championship. The annual Ohio auctioneer competition was hosted by the Ohio Auctioneers Association and held in Wooster, Ohio. Drew Turner is a key member of Akron Auto Auction and Value Auto Auction's auctioneer team and calls bids in the lanes every Tuesday and Thursday sale at each respective auction location. Drew is in elite company, as he is now the 6th auctioneer currently on AAA/VAA staff to achieve this prestigious title.





Manheim San Francisco Bay's solar charging carport.

Manheim Prepares to Meet the Future Growth of Electric Vehicles

The electric vehicles (EV) market is charging ahead and is forecasted to grow to 32.8 million (15% of total) in 2030 according to IHS Markit. To prepare for the transformation, Manheim began investing in an EV infrastructure for its operating locations in 2019. This commitment was elevated earlier this year with Electrify Manheim, part of the company's estimated \$100M investment in facility, innovation and process improvements to deliver a more connected client experience. According to 2021 Kelley Blue Book data, sales of new electrified vehicles climbed a staggering 201.1% year-over-year, with sales of pure EVs surpassing a record-setting 100,000 units for the second quarter and hybrid sales topping 250,000 units. And yet, Cox Automotive research

reveals that consumer adoption of EVs faces skepticism, primarily due to battery concerns, with 83% of those surveyed expressing anxiety about the battery.

"Manheim has been setting vehicle values in the wholesale marketplace for decades and is committed to doing the same for used EVs," explained Grace Huang, Manheim president. "Unlike traditional vehicles that are evaluated on miles driven, it's all about battery health for EVs and grading them so dealers have a reliable valuation. Establishing a trusted battery health score will support new and used vehicle adoption, help build the industry standard for battery health, and enable transparency and confidence."

In 2020, the company processed

roughly 114,000+ electrified vehicles – a combination of battery electric, hybrid and plug-in hybrid vehicles. With the battery pack representing up to 40% of the cost of an EV today, having battery diagnostic technology and expertise is critical to properly servicing EVs and accurately assessing value.

Electrify Manheim is designed to identify EV battery health to support servicing requirements as more electric vehicles are consigned to the company's auction locations. The initiative includes:

- Installing 127 charging stations at 53 auction locations, providing the ability to simultaneously charge 250 vehicles to help

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optimize the process and flow of EVs across the lots.

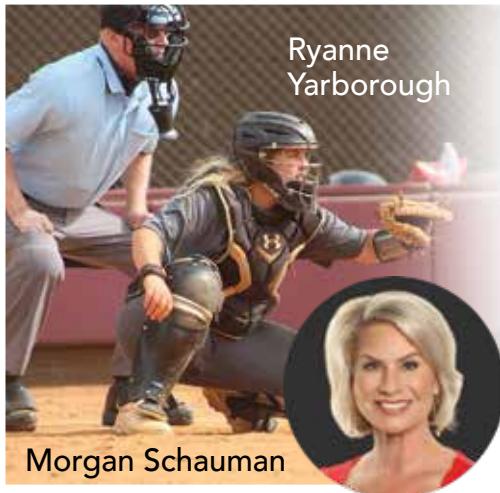
■ Developing a Manheim battery health diagnostic tool powered by Cox Automotive's patented algorithm and partnership with Spiers New Technologies (SNT), a leading provider of EV battery life cycle management that Cox Automotive Mobility acquired earlier this month. Manheim is conducting tests at six locations with high EV volumes in California, Nevada, Pennsylvania and Washington, with plans to expand to more sites. Tests are being conducted with six manufacturer clients to gather battery performance metrics from used EVs such as state of charge and energy capacity to create

"As an industry leader, Manheim is committed to meeting the evolving EV needs of our clients and marketplace today, while planning for the future," added Huang.

an overall battery health score ranging from 1-5.00. This health report is currently included in Manheim vehicle condition reports at select auction locations.

- Comparison testing of vehicles with the same make and model and similar mileage, which is initially revealing that vehicles with a battery health score are getting roughly five times more views and bids than those that don't, are selling for values that are 14.5% higher according to Manheim data.
- Upholding safety as a core value by investing in personal protective and other safety equipment, as well as training roughly 850 technicians to ensure the proper servicing and safe handling of EVs.

Proud Parents at Charleston Auto Auction



Ryanne Yarborough

Morgan Schauman

Morgan Schauman has worked at Charleston Auto Auction for two and a half years in dealer relations. What you might not know is that her daughter, Ryanne Yarborough, is a star softball player. She is currently a sophomore at the University of South Carolina Salkehatchie following a successful playing career in high school.

Ryanne started her college career last year at the University of South Carolina Salkehatchie with a homerun in her very first at bat, and her team won the NJCAA region. Ryanne was named First Team All-Region player for her team and was one of two athletes to be named Academic All-American. She is gearing up for her sophomore season this year, and we wish her all the best!



Nichole Brannon

Elle Brannon

Nichole Brannon is the assistant general manager at Charleston Auto Auction. She joined the team in January 2020. She has two children, Elle Brannon (12) and Cole Brannon (8). Her daughter Elle developed a passion for tennis at an early age entering her first tennis tournament at the age of 7. She has won numerous state tournaments, including the Belton Palmetto State Championship. Elle is also an academic standout and is a part of the Duke TIP program. At her 6th grade graduation, was awarded the President's Award for Educational Excellence.

Bite-Full of Goodness CORN

Mid Kansas Auto Auction Holds First Annual Corn Roast Promotional Sale



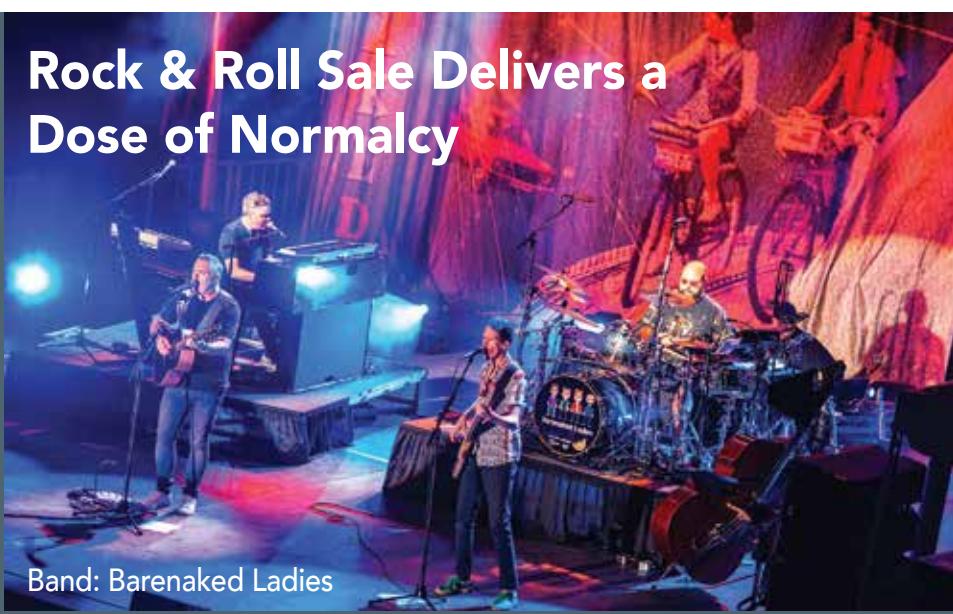
Car dealer Dallas Ogden enjoys some sweet corn right off the roaster.

As fall approaches and state fairs are happening all over the country, Mid Kansas Auto Auction wanted to bring a little of that goodness to its hardworking dealers. The first annual Corn Roast promotional sale was held on September 15th. Corn roaster Kansas Korn joined the Mid Kansas team and roasted 350 ears of corn for everyone to enjoy. They taught everyone how to shuck, dip, and indulge in the treat on the spot in between approximately 450 cars running in five lanes. Mid Kansas Auto Auction looks forward to having them back next year as roasted sweet corn and beautiful Kansas weather was enjoyed by those of all ages!



General Manager Trevor Ottley's infant son got in on the corn action. Teeth not required!

Rock & Roll Sale Delivers a Dose of Normalcy



Band: Barenaked Ladies

DAA Northwest's Rock and Roll Sale boosted consignment and dealers to the McConkey Auction Group's flagship auction. The August 25th and 26th event marked DAA's 26th Annual signature promotion.

Pre-pandemic Rock and Roll Sales have

seen over 5,000 consigned units, but that was not the goal for this year's event, according to Bob McConkey, MAG's president, and CEO. "We knew this one wouldn't be a record-breaker," he stated. "Our hope was to deliver some normalcy, and the market re-

sponded," he added. In preparation, DAA Northwest ensured state and local safety protocols were in place, calling on its guests to comply and stay healthy. "Everyone was very respectful," McConkey said.

Following Wednesday's Ford Motor Company, Ford Credit, Hyundai Motor Finance, select late-model dealer consignment, and MAG Now sales, dealers and their guests were treated to a private party and an evening of live rock and roll. "The Cronkites warmed up the stage for Barenaked Ladies, who treated our guests to custom-written songs about DAA Northwest as well as all their best-known hits," said general manager Collin McConkey. "Thursday morning, we opened all 12 lanes and ran 2,500 units – energy was high, and it felt like old times," he added. Nearly 900 dealers attended in the lanes and online.

Autoniq®, a business unit of global technology solutions provider and a leading operator of digital marketplaces for wholesale used vehicles KAR Auction Services Inc. d/b/a KAR Global (NYSE: KAR), announced the autoniq Wholesale Index™. The new product provides direct access to auction data on vehicles sold at auction—both online and at physical locations.

The data is available by subscription on the autoniq app and showcases information on similar year, make, and model vehicles sold at auction; users can toggle the data from as close as 50 miles to as far as 3,000 miles from their dealership. Data is comprised of ADESA sales data for the last 90 days.

"With extreme volatility in the used car market today, dealers need new vehicle valuation data more than ever to preserve and optimize their margins," said Rick Griskie, president of digital marketplaces at KAR Global. "The autoniq Wholesale Index provides real transaction data from the dealer's local market,

Dealers want to know

autoniq® Launches Wholesale Index, Helping Dealers Make Data-Backed Selling Decisions

allowing them to make informed, data-backed bidding and buying decisions."

The autoniq Wholesale Index was developed based off feedback from dealers seeking more comprehensive live market data. With the new digital tool, dealers can see a quick summary showcasing the average local wholesale transaction price and average mileage of a specific vehicle's make, model, year and trim. The autoniq Whole-

sale Index detail view is updated frequently to ensure customers have the right data at the right time.

"Dealers want to know what's happening in their local marketplace—they're looking for access to actual transaction data," said Joe Oliveri, vice president of product management and data services at KAR Global. "This powerful new tool gives our dealers a competitive edge so they can quickly and conveniently budget, bid, price and ultimately maximize returns."

ADESA Simulcast+® Continues to Earn Top Industry Awards

ADESA was named a 2021 Automotive News PACE Award winner for its Simulcast+® technology. The prestigious award recognizes automotive suppliers for superior innovation, technological advancement, and business performance.

"We are thrilled to be named an Automotive News PACE Award winner, and to be featured alongside other industry-leading companies," said Peter Kelly, CEO of KAR Global. "A huge thanks goes to our teams who worked tirelessly on this technology so that our customers can be more successful. We're also grateful to our customers

who came along with us on this journey—their feedback has been invaluable as we enhance the platform with powerful new features and tools."

ADESA Simulcast+ is a first-of-its-kind product sealed with rave reviews from customers—some of the world's largest commercial automotive consignors. It simulates the competitive live auction environment in a fully digitized, highly automated, live streaming format. The technology provides buyers and sellers with unprecedented flexibility, expanded access to vehicles outside the local auction market, and empowers sellers to combine vehicles from multiple

locations in a single sale. First deployed in April 2020, Simulcast+ conversion and engagement mirrors results from physical auction sales.

The Automotive News PACE Award is the most recent recognition for the innovative platform. Earlier this year, ADESA Simulcast+ won top honors for the TechPoint Pandemic Pivot of the Year Mira Award in the Institutions and Large Enterprises category. The TechPoint Mira Awards honor companies for achievement, discovery, and innovation in technology.

Manheim Delivers Process Improvement Solution for Commercial Clients

For commercial clients who sell vehicles across multiple Manheim locations, post-sale operations just got a whole lot easier with the introduction of a process improvement solution that delivers consolidated reporting, centralized AR services, and faster sales reconciliation with greater consistency. The Client Shared Services Center provides commercial clients with dedicated support, simplified and consistent touch points, and performance results delivered within hours. And, with more vehicles being purchased across Manheim's 76 physical sites nationwide due to tight vehicle supplies, the Center's integrated approach supports client needs across multiple locations simultaneously instead of one location at a time.

Ongoing conversations with commercial clients helped Manheim determine how the Center's combined expertise and resources could offer the greatest value to the post-sale operations process.

"Working closely with Manheim, we identified that they could further support our business with staffing and services offered by their shared services group," said Paul Seger, executive

vice president of Asset Remarketing at Element Fleet Management. "Their team is helping us achieve greater efficiencies, combined sales reporting and faster performance results. The process is working great for Element."

More than 20 large commercial clients are currently using the Center's full suite of post-sale services that includes streamlining and standardizing reporting and simplifying processing to create a more connected client experience. The company expects this process to

support more than 60% of its commercial volume by the end of the year.

"As we began to integrate our specialized teams within one group, we realized the incredible potential they had to deliver even more of what some clients are looking for," said Dana Lowenthal, vice president, Client Shared Services. "Clients using this service tell us that this type of consistent reporting and dedicated support is driving greater efficiencies for their companies."

A Better Way to Process Vehicle Titles

One of the more tedious tasks for clients buying and selling vehicles is completing the work associated with transferring and processing titles. Manheim's Title Shared Services Center in Carmel, Indiana processes titles for commercial clients, and some are choosing to add this service to their post-sale operations process. In addition, any commercial client who does business via digital and physical sites can send all their titles to one location where a team with in-depth knowledge and state title expertise can help. With this service, clients are saving time and money by not having to ship titles to multiple locations.

Manheim Express Introduces Enhanced Vehicle Inspection, Digital Condition Report

Manheim is introducing an enhanced vehicle inspection solution that provides even greater levels of detail for Manheim Express vehicles. These improvements come at a time when sales through the Manheim Express digital buying and selling app are skyrocketing, increasing by nearly 230% from 2020 to 2021.

"The key to making digital buying as good as—or even better than—buying in person is to give clients deep insights about the vehicles they're considering," said Connie Suozzo, associate vice president, Manheim Digital. "By bringing a more comprehensive and efficient inspection to Manheim Express' industry-leading condition tools, we're giving clients a new level of detail to inform their listing and buying decisions."

The new inspection solution provides a more robust and efficient process for clients to assess a vehicle's exact condition and make even better listing and buying decisions. It builds on the already industry-leading condition information produced by the Manheim Express app, such as immersive, 360-degree images; movable images to see depth of damage; audio and video tags to assess engine noise; interior 360s and more.

The new inspection features are detailed below:

- Filtering enables inspection questions to be generated based on key vehicle description information, making the

condition report more relevant to the specific vehicle for buyers and sellers.

- Multi-select allows more than one answer to a given question, making the condition report crystal clear by defining all issues for a given area together.
- Free-form text enables inspectors to provide additional context to items uncovered during the inspection, helping clients more fully understand the vehicle's condition.
- Numeric entry allows a quantity to be selected for some items, enabling clients to better understand the magnitude of the damage, such as the number of dents on a door.
- Nested questions generate specific questions based on answers to previous questions, driving efficiencies in the inspection and the resulting condition report.

With these enhancements, buyers can have greater confidence in their digital purchases by gaining a deeper understanding of the vehicle's condition before buying. Sellers get greater vehicle marketability, an expanded buyer audience resulting from the improved condition information and benefit from increased efficiencies, as the new process helps reduce the time and effort needed to complete an inspection.

Additionally, the enhanced information will display in a familiar format, meaning no major learning curve. Dealers will simply notice the additional level of detail and vehicle-specific questions within a Manheim Express condition report.

New inspection solution inside Manheim Express delivers more detailed condition information to dealers.



Joe Theismann Joins the Stanley-Autenrieth Auction Group to Raise Money for Cancer Research

Carolina and Indiana Auto Auctions hosted live charity events in September to raise money for cancer research. Former Washington Football Team Quarterback and NFL Hall of Famer Joe Theismann was the speaker at both events.

Theismann gave moving speeches about the life-changing events that inspired him to live a life of sacrificial love and giving based on faith, rather than a life of self-absorption. He defined success not as what you obtain but as what significance you make in others' lives.

Carolina Auto Auction kicked off a three-day long fundraiser benefitting Winship Cancer Research. Carolina auctioned off 200 charity items and raised over \$100,000 during the three-day event. The donation amount was matched dollar-for-dollar by an anonymous donor.



Joe Theismann signing footballs.

Indiana Auto Auction began its charity event the following week. All of the proceeds from the two-day event benefitted the Cancer Services of Northeast Indiana.

Carolina Auto Auction kicked off the fundraiser with the 4th Annual Legacy Dinner & VIP Charity event on Monday,

September 13 at the Bleckley Station in downtown Anderson, South Carolina. On Tuesday, Carolina hosted its 16th annual charity golf tournament, with over 100 participants at Cobbs Glenn Country Club. The event for Carolina concluded on Wednesday with the 4th annual Charity Car Sale, in addition to a raffle where a portion of the proceeds went to cancer research.

Indiana began charity week with an auction at the historic Baker Street Train Station in Fort Wayne, Indiana. Over 100 people gathered live for the event, along with other online bidders. At Indiana's auction on Thursday, September 23rd, a proceed of the cars sold at the auction went towards the charity event.

Carolina and Indiana Auto Auctions are looking forward to next year's charity events. The preparation for the 2022 fall charity event will begin soon.

Manheim Locations Raise Over \$53K for the Boys & Girls Clubs of America



Sam Chaple, GM at Manheim Nashville and Stephanie Turner, Sr. Client Solutions Executive, highlight Manheim Nashville's Dunk Tank for the fundraiser.

Manheim's Mid-Atlantic Sales team, in partnership with the company's Marketing team and general managers at 15 locations, made a big impact during a July volunteer fundraiser for the Boys & Girls Club of America. For more than 150 years, Boys & Girls Clubs of America has enabled young people most in need to achieve great futures as productive, caring, responsible citizens. Today, 4,300 Clubs serve nearly 4 million young people through Club membership and community outreach.

Everyone involved found creative ways to drive fun and engagement with the clients at each location for this worthy cause. The creativity displayed by the teams ranged from basketball challenges to dunk tanks and 'pie to the face' contests. All events were quick to raise money for the initiative. "I could not be prouder of our teams for their commitment to and passion for giving back to such a meaningful cause," said David Herwood, senior director, regional dealer sales.

Manheim clients upped the ante by donating \$5 to \$10 per unit sold at several locations. General managers also joined in by matching funds at the locations to support the Boys & Girls Clubs of America. Impacts were made on every level --- from team engagement to client partnerships and giving back. The ripple effects of these impacts resulted in raising \$53,004.50 for the Boys & Girls Clubs of America.

YOU CAN FIX IN-PROCESS QUALITY FAILURES

By Lee Rush, Manager of Business Consulting Services, Sherwin-Williams® Automotive Finishes

In this industry, quality is frequently discussed and it is a challenge. While most of us have quality control measures in place, there is no way to ensure that an imperfection will not make its way onto the "Ready Line" and then eventually the road... until now.

At Sherwin-Williams® Automotive Finishes, we have moved past traditional paper checkpoints for quality assurance and we are solving it with mobile technology. From our vantage point, a hand-held application offers not only an effective platform but a systematic and structured approach to identify and correct quality failures at every phase of the repair process. Sherwin-Williams Collision Core™ Quality provides in-process and time-stamped peer-to-peer validation and verification. This application is not only easy-to-use for the technician at their workstation, but it provides management with valuable data insights, cost savings, improved customer satisfaction and ultimately, peace of mind in today's constantly changing high-risk environment.

Too many body shops focus on the outcome and not the process. Typically in collision repair, quality issues are often the result of a misunderstanding, oversight or miscommunication rather than a reflection of the technician's ability to repair the vehicle correctly. A fully mobile application enables you to reduce or eliminate persistent quality problems

without any delays in communication and reporting, or last-minute surprises. An intuitive platform and navigation also encourages early adoption and continued use within the team—verifying and validating the repair process in real-time with a focus on error elimination and labor optimization.

There are two guiding principles at the "core" of the Sherwin-Williams platform:

1. Each step in the repair process includes a defined departmental inspection.
2. Each technician knows exactly what is expected of them in the repair process.

The goal is to implement a process that is consistent with as little effort from management as possible. We want to eliminate reworks that ultimately end up costing far more in productivity and throughput, and always delay the delivery. A data-rich reporting tool can help identify the most common failure types at the source and address issues at the root cause. Even better, you can share these errors across the production team.

It is critical to ensure quality work at each workstation by every technician throughout the entire repair process. It is also critical to build quality into the repair process to quickly identify issues between each stage of the repair—long before

final inspection and delivery to the customer. A mobile technology, provides quality assurance one repair at a time with the ability to capture photos, report defects and communicate in real-time.

The manager or quality control representative has the ability to remotely ensure repairs are completed according to expectations from any device with no special equipment needed. These quality checkpoints impact on-time and first-time quality.

When quality fails, the cost of labor and material increases, and on-time delivery is lost. With all teams engaged in the repair process on a mobile platform, you can ensure the vehicle moves through the process smoothly – eliminating starts and stops, as well as downtime. The real gain with in-process quality is on the P&L statement and captured in profits.

In closing, there are huge benefits from implementing in process quality validation measures. Many are blind to the hidden costs associated with poor quality; moving past the dated management of process-on-paper to a digital solution is key because it allows for the time-stamping of activities and a visual recording of poor quality, something the traditional paper process cannot fulfill.

About the Author

After 20 years of managing collision centers, including Sterling Auto Body Centers, ABRA Auto Body and Glass and Manheim ABR, Lee V. Rush lends his collision management expertise to Sherwin-William® Automotive Finishes as Manager of Business Consulting Services. He can be reached at leroy.v.rush@sherwin.com.

Adaptability

My grandpa loved to hunt and fish and was good at both. When I got home from school, there would regularly be a pot with some bone sticking out of it, and no matter what was inside, it was going to be delicious. I spent many years watching grandpa cook, and of course, it wasn't by recipe. He cooked from the heart and soul. With both frequent and continuous big changes on the farm, Grandpa made sure that adaptability and flexibility were well-developed skills in me... "You know it's ok to bend all you need to... just never break." And while I've never been able to perfectly duplicate his chicken and rice, I learned many lessons from Grandpa's kitchen. Most importantly, it's never about what you're lacking; you make the most of what you have. This lesson has never been more important to me than in recent years.

In my 9-year history working with NAAA auctions, I have seen a fair amount of change. The last two years have drastically changed how many of us operate in our personal and professional lives. Overnight, we all became like Iron Chefs, navigating a new basket of challenging ingredients in a race to serve up the care and feeding of our teams and customers. Auctions initially served up digital options on the side, but after "virtualization by necessity," digital is now the main course.

From my perspective, resilience is the most helpful quality we can employ during periods of great transition. If uncertainty can be so frequently present, then it seems we have some level of choice: will I choose to experience change as a force that restricts or a force that allows me to reinvent? At the core, change brings opportunity. Those who can shift their thinking from "we have to change" to "we get to change" gain the opportunity to imagine themselves in brand new ways. Take inventory, and you will see that what you've got is exactly what you need. Experts today might describe an agile approach of starting a direction and tweaking along the way due to circumstances that warrant a change. My Grandpa called it taste testing. He always saw it as an opportunity... "we get to change" this recipe up based on whatever ingredient limitations that may have come up.



By Jerome Hoskins
Auction Edge, Inc.
Manager, Training &
Implementation

Change that is accepted as an opportunity becomes exciting, even a new favorite.