

A PUBLICATION OF THE EQUIPMENT AND TOOL INSTITUTE SUMMER 2007

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President
John Wiedemann
(JS Products)

LETTER FROM THE PRESIDENT

As I begin my term as President of ETI, I would like to take this opportunity to personally thank our board and membership for entrusting me with the honor of serving as your President for the next 12 months. The success of ETI is truly driven by the active participation of its members, and the leadership of key people within the organization. I have had the privilege of participating on ETI's board for several years, and have watched and learned from a number of outstanding past presidents. Their efforts and the efforts of others in ETI have made our organization one of the best run in our industry. I look forward to following in their footsteps as our association moves into its 60th year.

Our industry has certainly changed over the past several years, and will continue to change as we move forward in this global economy, making it difficult to predict the challenges we may face in our businesses. Our task at ETI is to help turn these challenges into opportunities for our members. With this goal in mind, there are three areas that I want to focus on during my term to help make this happen. They are Value, Collaboration, and Engagement.

It is critically important for ETI to seek feedback from our members to define how we can add more Value for them. Very simply put, what would really make a difference in your company if ETI were able to secure it for you? What are the challenges that you face in your business that may be impossible to address as a single company, but united with your fellow member companies, you might be able to overcome? As an example, if we were to poll our member companies who design and develop scan tools, or are engaged in the telematics industry, I am confident the majority of them would attest to the fact that ETI adds significant value to their organization by assisting them in securing the data and information necessary to develop their products. What goals have you envisioned for your company that you have not had the time or understanding to implement?

Many of our member companies are involved in manufacturing and/or bringing to market a broad assortment of products or services. I am fairly certain that most of those member companies have as intense a need as the scan tool industry does for additional data or information to develop or refine their products or business. It's just a matter of defining the needs of our members. As a focus area, you will be hearing a lot about Value over the next 12 months. Think about what ETI can do and challenge us to add more Value to your membership. It is important for you and healthy for us.

If there is one thing that I have learned over years at ETI, it is that Collaboration opens up many doors and opportunities. You really don't understand the power of Collaboration until you look back and see what you have accomplished because of it. Very simply, there are a lot of good companies and very smart people in ETI, but it is impossible to know that if you have not had the opportunity to collaborate with them. Why invent the wheel if someone else has already invented it? Why pass up an opportunity because you think you have exhausted all avenues when someone in ETI has the key to unlock that door? Why struggle with a problem when a fellow member company had the same problem last year but solved it and moved on?

LETTER FROM THE PRESIDENT CON'T

ETI can and should be a conduit for making collaboration easy and more automatic. With our busy work and travel schedules, more personal contact and meetings can be challenging at best. Our challenge and my second goal this year is to increase opportunites for collaboration by providing our members with the contacts within our organization that will help our members be more productive.

Quite honestly, Collaboration will be more easily addressed by focusing on Engagement, the third goal for this year. My experience at ETI has shown that if ETI waits for its members to become engaged, the level of engagement is limited. On the other hand, if ETI is proactive in seeking engagement, I am confident that more of our members will step up to the plate. I can speak from personal experience about the increase in my level of engagement after ETI approached me some years ago. The benefits have been three-fold. ETI has benefited from my active participation in the organization, the companies I have worked for have benefitted from the knowledge of the organization, and I have benefitted from the collaboration and friendships that I have made here over the years.

I believe there are other members like me who will take a proactive role by entering into a "relationship" with ETI at some level. Your level of engagement can be whatever you want it to be. It can be your active participation in a monthly conference call with a vertical group or with one of our other committees, or it can be as simple as an answer to an email on a question that is proposed to you. The bottom line is that Engagment is input at any and all levels. So, if you are a loyal and trusted member of ETI (of which I am sure you all are), then we are going to solicit your engagement at some level. Engagement with ETI can have a significant impact on the health of our organization, the accomplishments of your company, and the success of your career.

I look forward to seeing all of you throughout the year, and know that these goals of Value, Collaboration, and Engagement will make this a productive year for you, your company, and the ETI organization.



ETI CAPTION CONTEST



Send a Caption for this photo to: jessiek@etools.org
The winning caption will be published in our next issue and will win a really cool mystery prize!



BOARD OF DIRECTORS

Officers Elected to a one year Term.



President
John Wiedemanr
(JS Products)



Vice President, Programs
Dave Schaar
(SPX Service Solutions)



Vice President, Marketing Randy Gard (Chief Automotive Technologies)



Secretary/Treasurer Steve Gill (Alldata)

ETI CONGRATULATES THE NEW OFFICERS AND BOARD MEMBERS!



Immediate Past President
Michael Simon
(Delphi)



(Snap-on Diagnostics)



Andrew Richardson (Shure Manufacturing)



Dan Brass (JS Products



Alan Tecmire
(Integrated Supply
Network)

Completing their terms in 2008



Garret Miller (SPX Service Solutions)



Richard Amador (Innova Electronics Corp

Mike Cable



Don Vanderheyden (Hennessy Industries)

Completing their terms in 2010

Completing their terms in 2009



EQUIPMENT AND TOOL INSTITUTE WRAPS UP A SUCCESSFUL TOOLTECH 2007

ETI's Annual ToolTech conference continues to be a "must-attend" industry event. This year more than 135 professionals representing nearly 60 companies gathered in Carefree, Arizona from May 1 - May 4 to participate in ToolTech 2007.

ToolTech is designed to bring those that make, sell, represent or buy automotive tools and equipment together. It is an opportunity for companies to come and promote themselves, their capabilities and their products. It is also an opportunity for buyers in the vehicle service industry to meet with the key companies in the marketplace. In attendance will be OEMs, tool and equipment companies, national chain stores, large suppliers, dealer groups, distributors, manufacturer reps, and many other industry professionals.

"The content of this year's ToolTech, including the speakers and one-on-one meetings, reflects ETI's commitment to quality programs and events for our member companies," said Jessie Korosec, ETI Marketing Manager. "ETI would like to thank all of the OE's for attending and participating in a highly informative panel discussion. We would also like to thank the attendees and we look forward to seeing everyone at next year's ToolTech."

ToolTech is the only event in the automotive-related tool and equipment industry that focuses exclusively on the companies who buy and sell tools and equipment. Participants can network with industry peers, meet potential customers, meet potential product providers, confer with clients, meet in one-on-one structured meetings, and gain valuable insights from presentations by industry leaders.





























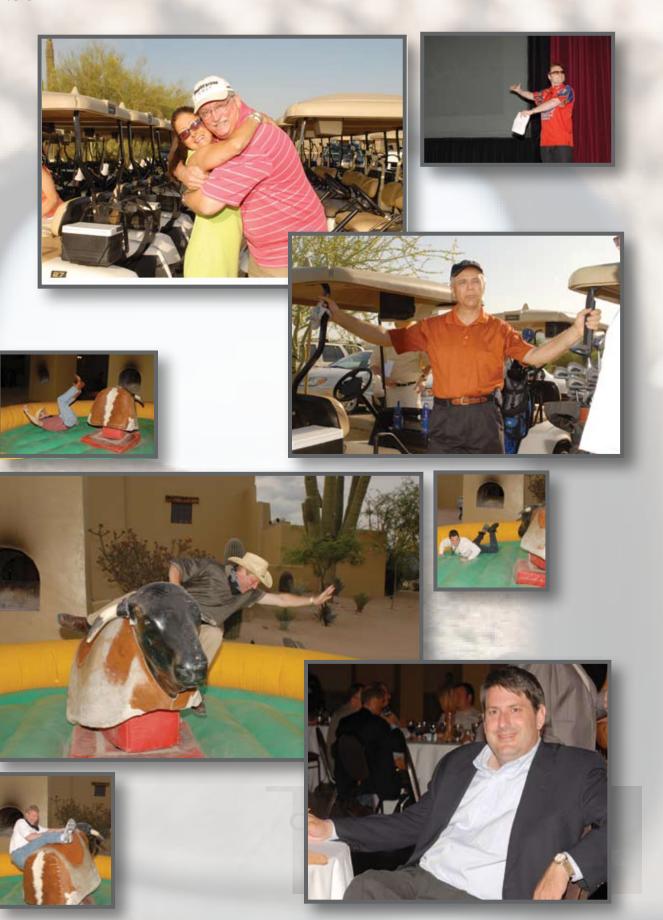












SOFTWARE PIRACY AND THE AUTOMOTIVE INDUSTRY

Susan Slish

Security Program Manager – ALLDATA LLC

We refer to it as Software Piracy, Software Theft, Copyright Infringement. In the end, it all comes down to the same thing, and it costs the automotive industry substantial losses every year.

Software Piracy is not limited to a specific group of offendited access to the online world, Piracy can occur anywhere, anytime by anyone.

going to sue you over a couple of thousand dollars," or "They have deep pockets and they won't even feel the loss; those guys make millions/billions." We all know these statedo not commit the crime.

The loss of a sale to Piracy is not just the initial cost of a pirated sale. Losses to the software provider are incurred over what would have been a customer's long-term relationship. Further, capital that could be used for new product

Pirates market their illicit product as if they were legitimate. Piracy. In the fight against Piracy, communication to auto-

the financial burden Piracy places on everyone. Information should be shared throughout the industry on illegal activities and the individuals who commit or attempt to commit those

Currently we are fighting Piracy in a vacuum. Individual going after individuals who may be contributing to a much

Perhaps the time has come to think about forming a coalition to gather and disseminate ideas and information.

CALENDAR OF EVENTS

23rd Annual Clean Air Conference

APPEX

Oct. 30 – Nov. 1, 2007 Sands Expo Center Las Vegas, Nevada

Las Vegas. Nevada

Congress of Automobile Repair and Service (CARS) Nov. 1 – Nov. 3, 2007 Flamingo Hotel and Casino Las Vegas, Nevada

National Automotive Service Task Force

ETI Japan Tech Week

Dec. 3 – Dec. 7, 2007 Crowne Plaza Redondo Beach and Marina Hotel Redondo Beach, California

Mobile Air Conditioning Society Convention

Jan. 31 – Feb 2, 2008 Disney's Coronado Springs Resort Orlando, Florida

NADA Convention

Moscone Center

SAE World Congress

Detroit, Michigan

ToolTech 2008

April 22 – April 24, 2008 Carefree Resort and Villas Carefree, Arizona



DETROIT TECH WEEK 2007 RECAP CARS, CONVERSATION, AND COCKTAILS...

What started out to be a straightforward recap of Detroit Tech morphed into something else on a quiet Sunday afternoon as I was sitting at my computer with the help of left over ice cream and beverages from my once again dateless Saturday night.

Thankfully 3 dedicated ETI members helped to shape this article into an interesting (I hope) story of Detroit Tech Week 2007 instead of a dry reporting on Detroit Tech Week. So with a little – well ok a lot – of help from my friends Greg Potter, Chuck Cunningham and Mike Cable, here's the scoop on this years' Detroit Tech Week.

Collision Repair Sessions – Potter's Blotter

The opening session for Detroit Tech Week 2007 was Ford. This meant for the Collision Repair Group (CRG) a trip out to Ypsilanti Mi. Tuesday morning to visit the Ford Paint and Body Technology Center (PBTC). The crew led by Dave Werthmann bussed out from Troy (with only one wrong turn) to meet with Gerry Bonanni, Chris Webber and Mark Albrant.

The key presentations from Ford at the PBTC included current frame sectioning procedures for the F-150 and the associated repair kits, the 2009 Ford Flex Damageability/Repairability features, New Ford Approved Anti-Corrosion treatments, and an open discussion with the Ford Body Repair Workshop Manual Team.

Up-most on Gerry's current projects is the repair procedures for the 2009 F-150 that is utilizing large amounts of Ultra High Strength Steel in the cab structure. This combination of cab design on a body over frame vehicle is new to Ford and is requiring many new service procedures to be developed.

Wednesday was Chrysler's day that started with an overview of the up-coming change from DaimlerChrysler to the New Chrysler Corporation or Chrysler Motors LLC from Al Motta; Director, Dealer Technical Operations. The CRG group was then led by Doug Craig into the caverns of the soon to be once again Chrysler Technical Center (CTC) (I never could get used to the tongue twister DCTC designation) to the Vehicle Engineering Operations Showroom to view numerous pre-production vehicles in various stages from Body in White to full operational production intent units. Key presentations were given on the new Sebring Hard Top Convertible, and the Liberty Full Length Open Roof. A lot of time was allocated to the New Chrysler Town &

Country, and Dodge Sprinter. Doug finished with the Jeep Wrangler service Rail Tip Kit and service procedures.

Thursday brought us to the General Motors Technical Center where after we orientated ourselves and dug into the luscious continental breakfast, the CRG moved off to the Service Operation HQ to meet with Jim Daugherty and his staff including Kent Woiak and Bob Hartman. Presentations were given on the new Outlook, Acadia and Enclave, along with the new Saturn Vue. Very good presentations were given on Advanced High Strength Steels' identification and repair procedures for GM vehicles. A quality session on Full Frame Service Sections and issues related to repairing Laser Brazed roof sections.

The CRG then were led by Kent Woiak to the GM Vehicle Assessment and Benchmarking facility for a very educational tour of the operation there.

Wrapping up the week this year again was the VW/Audi presentations on Friday morning at the Hotel. The CRG were entertained by the ever engaging Mark Kadrovach on the latest Audi repair procedures and updates on their collision repair network. The new Audi TT was the key focus of Mark's presentation this year.













Under Car Group Report – Cunningham's Chronicle

This year was a good technical exchange between our group and the car companies.

At Ford we were given very good information by Tom McInerney on the controversial TPMS devices and the future of where their systems will be headed. We were also able to examine several new platforms including the new heavy-duty pickup, a new cab over, and a Mustang with a big engine.

Chrysler, as we now call the company, had a really good exchange with our group. Joe Kummer, Al Riffenburg, and Pat Glynn organized the presentations, which were held in an area where the new platforms could be put on lifts and examined by our group members. They introduced their new heavy truck series, new minivan, Viper, and other platforms. Chrysler always wants to make sure their vehicle customers are happy by making sure we have our equipment ready for their new models.

At GM, Dick Gratz, Tom Hayes, Brian Snyder, and Russ Dobson did their usual great job on information exchange concerning tires, wheels, lug nut torques, alignments, etc. These presentations are always what the Under Car Group members really need for their future equipment designs. GM is always interested that their vehicles can be serviced correctly by giving us detailed specifications.

Underhood/Scan Tool Meetings – Cable's Fable

Ford led the charge of Detroit Tech Week with the opening session on Tuesday. The Ford team led by Sue Lepidi presented updates to the 6.4L diesel, and Hybrids. Paul Baltusis, an ETI favorite, talked about OBD-II changes for 2008 +. Bill Caines presented new opportunities with the capless gas tank and new ignition. Jorgen Andersson presented greatly appreciated updates from Volvo and we are looking forward to seeing him again next year.

Chrysler followed on Wednesday with updates from Todd Chizmar's team. Al Motta, Director, Dealer Technical Operations gave an overview of up-coming changes from DaimlerChrysler to the New Chrysler Corporation or Chrysler Motors LLC. BRUTUS database is dead after 2008MY. Discussion included the likelihood of Chrysler moving to a data licensing model, data updates and 2007 fixes in the 2008 data, and information on Diesels – Jeep / Sprinter.

GM followed on Thursday, with a new meeting Facility, the VEC. Will Godfrey and his team presented the following: Mark Palmer presented the MDI hardware and plan for use. Presentations included the new WEB based Service Information TIS, new AC requirements for 2008, Hybrid vehicles, Diesel Duramax and Urea systems, along with John Elias projecting the future on service equipment that 'talks' to the customers vehicle.

Our Detroit Tech week came to wrap up on Friday, with presentations from VW/Audi. The always engaging duo, Volker Lanztsch and Karl Heinz-Koehler, presented information on 2006 2.0L, and Len Kata gave a very interesting overview of the New Diesel 2.0 V4, 3.0 V6 systems. The SAE Committee to test scan tools was also discussed.













The Rest of the Story

Not only did we get a lot of excellent information from Audi/VW,

Chrysler, Ford and General Motors but we also had some fun

The Opening Reception was a big hit and it was nice to see so many ETI faces there in anticipation of the week ahead. Everyone thoroughly enjoyed the networking, food and beverage.

The Hospitality Suite was as popular as ever and we were glad to see a lot of people showing up to, um, support ETI and Detroit Tech Week and engage in lively discussions of the day's events and all important exchanges of gossip, um, business views and

The Cocktail Party at the Walter P Chrysler Museum on Thursday night broke attendance records and was a great time filled with great people, great food, and great cars. Everyone especially enjoyed the "build your own cheesecake" bar and several ETI members and OE's were spotted going back for thirds and fourths. Yes, we saw you . . . Mr. Eernisse, Mr. Franklin and Mr. Armstrong.

Lastly and seriously folks, ETI would like to extend sincere thanks to the following people without whose efforts, cooperation, and dedication there couldn't have been a Detroit Tech Week:

Charlie Gorman

Mike Cable

Chuck Cupping

Mike Cable
Chuck Cunningham
John Haralamos
Sylvain Julien
Jim Kjeer
Tim Morgan
Kurt Immekus
Mark Kadravach
Bill Caines

Sue Lepidi John Elias Will Godfrey Bonnie Pitt Joe Kummer

You are the best!





For those of you that prefer the dry recap - here it is just for you...

The information provided by participating OEMs has had, and ability of that OEM's vehicles. By participating in Tech Week facturers are ensuring their vehicles are able to be repaired











JAPAN TECH WEEK PREVIEW

This years 20th Annual Japan Tech Week with be held December 3, 2007 – December 7, 2007 at The Crowne Plaza Redondo Beach and Marina Hotel, located at 300 North Harbor Drive Redondo Beach, CA 90277.

ETI and JAMA look forward to the ongoing exchange of information and working together towards continued cooperation between ETI and Japan's Automakers.













MEMBER SPOTLIGHT: JEFF KERN (President and CEO)

1. How long have you been in the industry?

I started in the automotive business in the mid-70's going to technical school in the evenings. Working in both the service station and collision repair industries as a teenager helped to mold some of my present interest and continued enthusiasm for the industry. My experience in these capacities along with the completion of my Bachelors degree in Management and Marketing has been invaluable.

3. When and why did you join ETI?

4. What are some of the benefits of ETI to you and your company?

Networking with industry personnel has always been quite rewarding and led to my present position with Car-O-Liner. The value of being actively involved pays huge dividends working with our valued vehicle manufacturers and program administrators. Having first-hand knowledge to share amongst your organization is very powerful when you drill down to the street level interaction with the customer. Many of our field sales force feel OE knowledge is power when faced with technical questions from the field. Relating information gleaned from ETI Tech Week or ToolTech has always been beneficial. Much of the ETI program is largely based on what you would like to take away and most importantly, give back. The recent ETI Tech Week program was the best ever, moving this critical information out to our field is both challenging and pays dividends. Many thanks to all the participants who worked so hard to pull all the valuable information together for Tech Week and the excellent venue arranged through ETI.

5. If they were making a movie of your life, what would it be called and which actor would

play you?
That's an easy one, my kids and all their friends are convinced I look like Will Ferrell!?? I'd probably call my movie "Life Is Short, Paddle Hard"

6. What kind of music do you like? Who are your favorite artists?

I guess at this stage in my life, it is called "classic rock" who knew it would turn into classic. I also enjoy some of the current stuff our daughter loads for me like Nickelback on my I-pod and use at the gym. I enjoy a mixture depending on my mood, Clapton, Led Zeppelin, Stones, some Dylan and of course the Michigan natives, Bob Seger and Kid Rock.

7. What hobbies do you enjoy? I suppose I treat some of my personal time as indulgences or hobbies. I enjoy working out at the gym, bike riding and eating good food with my wife, Laura. Our kids are grown so I suppose hearing what is new and exciting in their lives is sort of a neat, interesting and sometimes costly hobby. I used to enjoy surfing and water skiing until I became somewhat of a classic.

8. What is your favorite place to relax and unwind?

We enjoy spending family time at our cottage in Traverse City, MI or any water related boating and beach activity. Our oldest daughter lives in San Diego with her husband in the Coronado area. They have great beaches there and we enjoy our infrequent visits. Our last visit was for her wedding held on Coronado; we took some neat pictures in front of the Del Coronado and spent gobs of money!

9. What are the 5 things you can't live without?

No single item in particular, so I will mention several. I get a huge kick out of getting to know the people in our company and in our industry. Identifying what makes them tick are the key. Working with our home office and distribution tier to identify better methods to support our end-user or customer. Tying our program into the larger accounts and OE programs also provide a very large degree of satisfaction for me. My bottom line fascination is with strategy and how we can engage our people to have fun, enjoy the ride, and help our customers grow their business and ours!

11. In your opinion, what is the biggest issue or challenge facing the industry today?

Wow, easy, but elicits a lengthy response. "Providing top quality equipment to the industry is only a very small part of the solution. The challenge and solution lie in the training to improve their productivity and profitability. Tying our equipment with top quality training is truly the industry obstacle and solution. Providing an environment that is both efficient in terms of attractive storage components to display inventory, such as clamps and tools, sounds very basic but provides a glimpse at some of the inefficiencies within our industry. Efficient technician access is part of the training and education that is taking place in our industry. More of this analysis and matrix solution logic needs to occur prior to the basic technician training. Controlling the process in the collision repair center allows the operator to experience the very best in efficiency. Cutting edge technology helps to move the needle, technician training pulls the process closer, the final evaluation completes to picture.

12. Give us some words of wisdom . . . What is your favorite quote or saying?





EXECUTIVE MANAGER REPORT

Another Detroit Tech Week is behind us now and as always we want to thank GM, Ford, Chrysler and VW/Audi for all they have done to bring us the information we need to design and build quality tools and equipment. This effort is especially appreciated in a time when some car companies are facing financial difficulties. Each year there seems to be more content to present as vehicles become more complex. At the same time there are fewer personnel to present this information as car companies continue to shrink their workforce.

So it isn't surprising that the subject of value and worth has come up again. Automakers want to know:

- Is the time spent preparing presentations and data for ETI worth it: what is in it for us?
- Are the tool and equipment companies using this information; if so, how?
- Are we aiding and abetting competitors?
- Are we missing revenue opportunities?

Two years ago the Japanese Automobile Manufacturers Association (JAMA) requested that ETI put together a presentation regarding these questions. I'd like to repeat some of our findings for this article.

Benefits to the Consumer (vehicle owner)

The impact Tech Week has on the consumer is evident by the number of tools and equipment impacted by Tech Week information. ETI members reported that over 353 separate products are influenced by or contain information obtained during Tech Week. In the United States, over 75% of all automobile repairs are done by the aftermarket. Without the information provided by the OEMs at Tech Week, the necessary tools and equipment to repair and service vehicles properly would not be available to the technicians performing the majority of the repairs.

By providing information at Tech Week, OEMs are ensuring vehicle owners have a choice in selecting a repair facility. To American vehicle owners, the ability to have a vehicle repaired properly at the repair shop of their choice is impor-

tant. The information received at Tech Week is an integral part of making sure that is possible. It contributes to a good ownership experience for the vehicle owner. Satisfied owners are more likely to become repeat buyers in the future.

Impact on OEMs

It is important to note that consumers are not just individual vehicle owners, but also include municipalities, large fleets, educational institutions and other large scale vehicle purchasers. Many fleets have their own repair facilities and want to manage their fleets through third party telematics management systems.

One ETI member company who specializes in fleet fuel management products does business with multiple city and state government fleets. This member reports that fleets prefer to have one fleet management software solution for multiple brands of vehicles. In some cases these fleets have stopped purchasing some brands of vehicles because our member cannot procure the information required from the vehicle manufacturer. Consequently, many fleets are in the process of switching over to manufacturers who do make their information available.

Providing information to Tool and Equipment manufacturers creates a partner not a competitor. Vehicle manufacturers do not make equipment, they make vehicles. No vehicle manufacturer has turned a significant profit selling dealership tools to the aftermarket. Providing information to tool and equipment companies allows them to create new tools that will help dealers and independents alike do a better job of repairing vehicles. If one carmaker does a better job of this than another, that carmaker will have the competitive advantage.

Revenue

Of course the Tool and Equipment market is small when compared to the vehicle market. The development of software, vehicle parameter data and other specifications necessary to design and build vehicles can only be recovered by including the cost in the price of the vehicle. The incremental cost in providing a subset of this information to equipment and tool manufacturers is just a tiny fraction of the original cost. The equipment market and the vehicle market do share one common characteristic however. In both cases there are a few large companies and then a whole lot of smaller ones. Carmakers that try to recover costs through licensing fees severely limit the number of companies that will include their information in their products and never recover the costs



involved in managing the license agreements. In this scenario only a few large equipment companies can include information on a few large vehicle manufacturers. This is counter productive. The less coverage in aftermarket sales means less sales of tools and equipment and the lower sales of tools and equipment to the aftermarket lowers sales of vehicles, especially some of the less popular brands.

Providing information helps equipment manufacturers sell tools and equipment which in turn helps sell more meeting in Detroit for our mutual benefit and every year we have experienced incremental growth in information and popularity. Let's remain partners and continue the growth.

ETI WELCOMES OUR NEWEST MEMBERS . . .

Actia

Danlaw

Mentor Engineering, Inc.

MTS Technologies

Palmer Performance **Engineering**

ProgRama

Telargo



MEMBER SPOTLIGHT: PETER DAVID ProgRama (Senior Product Manager, Scan Tool Division)

How long have you been in the industry?

I have been in the industry for 24 years. I started as a Jaguar, Aston Martin tech. Then moved to Mercedes Benz for too many years, and 8 years ago I was contracted to help in creating a European diagnostic scan tool. They had programmers but needed someone that could make it technician user friendly.

What's new at your company?

Four months ago ProgRama, Inc purchased the scan tool division from Assenmacher Specialty Tools (an old member of ETI). With this new opportunity the sky is the limit. I am no longer answering to some bean counter as to what to add to our tool. This should be fun.

When and why did you join ETI?

I have been involved with ETI since 2002, with AST. Since the purchase, ProgRama, Inc. has now become a member - so I guess you could say "I'm a new old member."

What are some of the benefits of ETI to you and your company?

I believe that ETI is a crucial link in supplying information from the OEM's to smaller companies like ProgRama, Inc. As technology becomes more and more advanced it is getting harder to develop diagnostic scan tools. Without ETI we could not get the information we need to create a fully functional scan tool. We

If they were making a movie of your life, what would it be called and which actor would play you?

Forrest Gump starring Pierce Brosnan:-)

What kind of music do you like? Who are your favorite artists?

What hobbies do you enjoy?

What is your favorite place to relax and unwind?

What are the 5 things you can't live without?

I don't think I can mention some of them here... The things I can mention are: computers, cars, food, my wife and kids.

What do you like best about your job?

Freedom. We have created a relaxed atmosphere to work when and where you want. I like that we are not tied to our desks.

In your opinion, what is the biggest issue or challenge facing the industry today? Information is becoming harder and more expensive to obtain. That is not only just in our field, but in all of the automotive industry. From the parts guy, to the scan tool engineer. The few that hold the information think that they can monopolize the market. That thinking is insane, there are too many consumers for anyone to think like that. If information was more readily available the one who would benefit would be the customer. If the customer benefits, then they will be happy and purchase more product. In the end everyone will be happy and make money. Unfortunately, that is in a perfect world, but one can still dream...

Give us some words of wisdom . . . What is your favorite quote or saying?

...as we know, there are known knowns; there are things we know we know. We also know there are known unknowns; that is to say we know there are some things we do not know. But there are also unknown unknowns, the ones we don't



