

AGRR®

The Only Magazine Devoted Exclusively to the Auto Glass Industry

January/February 2010

Volume 12 • Issue 1

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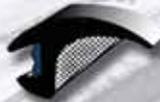
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AGRR
The Only Magazine Devoted Exclusively to the Auto Glass Industry

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AGRR magazine

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Auto Glass Industry Game-Changers

Check out a look at the top ten technological innovations from the past ten years.

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Field of Vision
from the editor

Happy Birthday, **AGRR!**

by Penny Stacey

FOR A CHILD, A TENTH BIRTHDAY is a pretty big deal. I remember my own quite clearly, and am betting you do as well. Suddenly, you feel like you're a big shot (until you get older and realize how very young you were).

Well, ten years for a publication is no different, and we appreciate your time in celebrating with us with this special issue. Within these pages, you'll see many looks at the last ten years—the people who've impacted the industry, the events that have rocked the world of auto glass and some innovations that have changed the way we work. (The third of these is available as a special bonus on our website, www.agrrmag.com.)

As I was working on the stories for much of these sections, I had the privilege of reading many old issues (most of which I'd worked on originally) and refreshing my memory on some of the people and events of yore.

I was amazed, though, that while so much has changed, much really is still exactly the same. Unfortunately, many of the industry's problems especially are the same, too. Still, ten years later, even following the now-infamous 20/20 exposé, the industry still is trying to gain recognition from the public that proper windshield installations really are important. And, the cost-versus-quality issue is one that might not ever go

away. And, despite the 2005 NAGS re-balancing, many still feel list-pricing is detrimental to their businesses.

But, I'm still hopeful about the next ten. Why? Because, despite all of these continuing issues, if you look at the progress the industry has made in what really is just short ten years, you'll see many revolutions have occurred.

Both the repair and replacement industries now have ANSI standards to which they can turn for safe and proper techniques. And those in the replacement industry have the option of not only registering that they follow the AGRSS Standard, but also are able to have that validated through a third-party review. I don't know about you, but ten years ago, I never would have dreamt that such a program would come to fruition.

And what about technology? Could we ever have imagined 10 years ago that we'd someday be able to not only see e-mail on our cell phones (I didn't even carry a cell phone 10 years ago) but that we could also access point-of-sale software, get directions and more?

So, while a lot of issues are the same, much really has changed, and hopefully for the better. I hope you'll enjoy this look at the past ten years as much as we enjoyed putting it together. Thanks for reading, and for helping to make **AGRR**, the only magazine in the world devoted exclusively to auto glass, what it is today. We look forward to continuing to serve you, our readers. And, as I always, I look forward to hearing from you. Please e-mail me at pstacey@glass.com with your thoughts on the industry's future. ■

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Customer Service

tips for quality service

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The Top 10 of the Last 10

by Carl Tompkins

WHAT A GREAT THING TO BE able to participate in the 10-year anniversary edition of AGRR magazine! It has been a pleasure and great honor to serve as a columnist for the magazine this entire span of time.

In honor of this occasion, I've reviewed each of the 64 articles I've written over the past ten years and picked the ten most significant tips in which to run a successful business and share them.

The Top Ten

Commandment 1 (March 2007 AGRR): *The level of business success, and the speed at which it is attained, is based upon the will to change and the time dedicated to do so.*

A reporter once asked me, "In all the years of your training experiences, what have you found to be the most difficult subject to teach?"

My answer was that just about all subjects provide the same level of challenge. However, the most difficult subject to see put into practice is "change." Most everyone understands and agrees to the importance of change, but only a small minority ever creates and maintains the changes necessary to grow a business in a profitable manner. One of my favorite slogans is a particular definition of business insanity: "expecting different results by doing everything the same way." Change is a must.

Commandment 2 (March/April 2004 AGRR): *Every company and profession is in the field of sales and sells the same product to customers: an experience.*

The key learning point from this ar-

ticle was to alert companies that customers buy much more than just a core product; they buy an experience that covers a multitude of topics that companies must manage and deliver in a manner that exceeds customers' expectations.

Commandment 3 (January/February 2003 AGRR): *Managers, if you're not serving an outside customer, you had better be serving someone who is.*

This article emphasized that all companies are in the "people business" and, while many employees' jobs are to interface and serve outside customers, management had better interface and serve its employees if it hopes to be successful. Unfortunately, so much of management's time is spent making rules, policies, enforcing procedures and providing work environments that make it difficult, if not nearly impossible, for employees to do their jobs well.

Commandment 4 (January/February 2008 AGRR): *To be successful you must not only be goal-driven, but also great at reaching goals. Make sure all goals are S.M.A.R.T.—Specific, Measurable, Agreeable, Realistic and Time-bound.*

Most will agree that goal-setting is a must. The problem is that most companies are not very good at reaching their goals because they fail to meet any one or all of the five rules of formation. Everyone involved must understand the goal, find it measurable, and must agree on its value and that it is attainable. Finally, there must be a time table for every goal.

Commandment 5 (July/August 2005 AGRR): *Establish, believe in, and follow a zero-defect-policy.*

It's not okay to make mistakes, but

the culture in many companies allows for mistakes absent of effective corrective action and problem elimination. Mistakes may happen, but should never happen more than once. The cost of rework in U.S. businesses can be (and has been) the difference between being profitable and going out of business.

Commandment 6 (November/December 2004 AGRR): *You must see and assess all situations from a balcony perspective. Such a distance prevents over-engagement while allowing for view of the big picture.*

This is one of the toughest lessons for any person to learn and perfect. While in the midst of a difficult situation, it is very easy to become over-engaged with people and move into the arena of argument and emotional battle. Keep your mental distance and see each situation as it really is in order to arrive at the best solution. You've heard the phrase, "being so close to the forest you cannot see the trees." Keeping a balcony perspective prevents this form of blindness.

Commandment 7 (July/August 2004 AGRR): *Avoid downsizing; it is a lethal business cancer. Instead, resize.*

When profits do not meet business objectives, the first reaction often is to downsize the organization—meaning to let people go and close locations. Experts agree that this is not an acceptable business strategy but a precursor to a business exit. Instead, re-allocate assets into other business strategies or opportunities that provide a more reasonable chance for success.

continued on page 8



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Customer Service

continued

“Most everyone understands and agrees to the importance of change, but only a small minority ever creates and maintains the changes necessary to grow a business in a profitable manner.”

Commandment 8 (January/February 2005 AGRR): *Allow money to be the byproduct of the relentless effort to serve customers, employees and community in the most reliable and responsive method possible.*

When money becomes the driving focus of attention, failure is certain. Successful businesses build their legends upon providing great products and services that are reliable. Their style in doing business, with both

customers and employees, demonstrates responsiveness to people's needs and the assurance that they will be taken care of. The byproduct is profit!

Commandment 9 (November/December 2005 AGRR): *Be funny and make money.*

We've lost the social fiber in American businesses. This is a horrific and unfortunate situation. It is the leading cause for the loss of morale in the

workplace and morale is the fuel that runs the company. Why is there no loyalty between management and employees? It's just no fun working together anymore. While this slogan may appear silly, think about it; it really says it all. Let's start putting some fun back into the workplace and then watch the money flow!

Commandment 10 (May/June 2009 AGRR): *Right is not always easy, but right is always right. Never fail yourself, your company, or those who count on you to make a difference. Do what is right. Lead with your heart and allow your mind to follow.* ■

Carl Tompkins is the Western states area manager for SIKA Corp. in Madison Heights, Mich. He is based in Spokane, Wash. Mr. Tompkins' opinions are solely his own and not necessarily those of this magazine.

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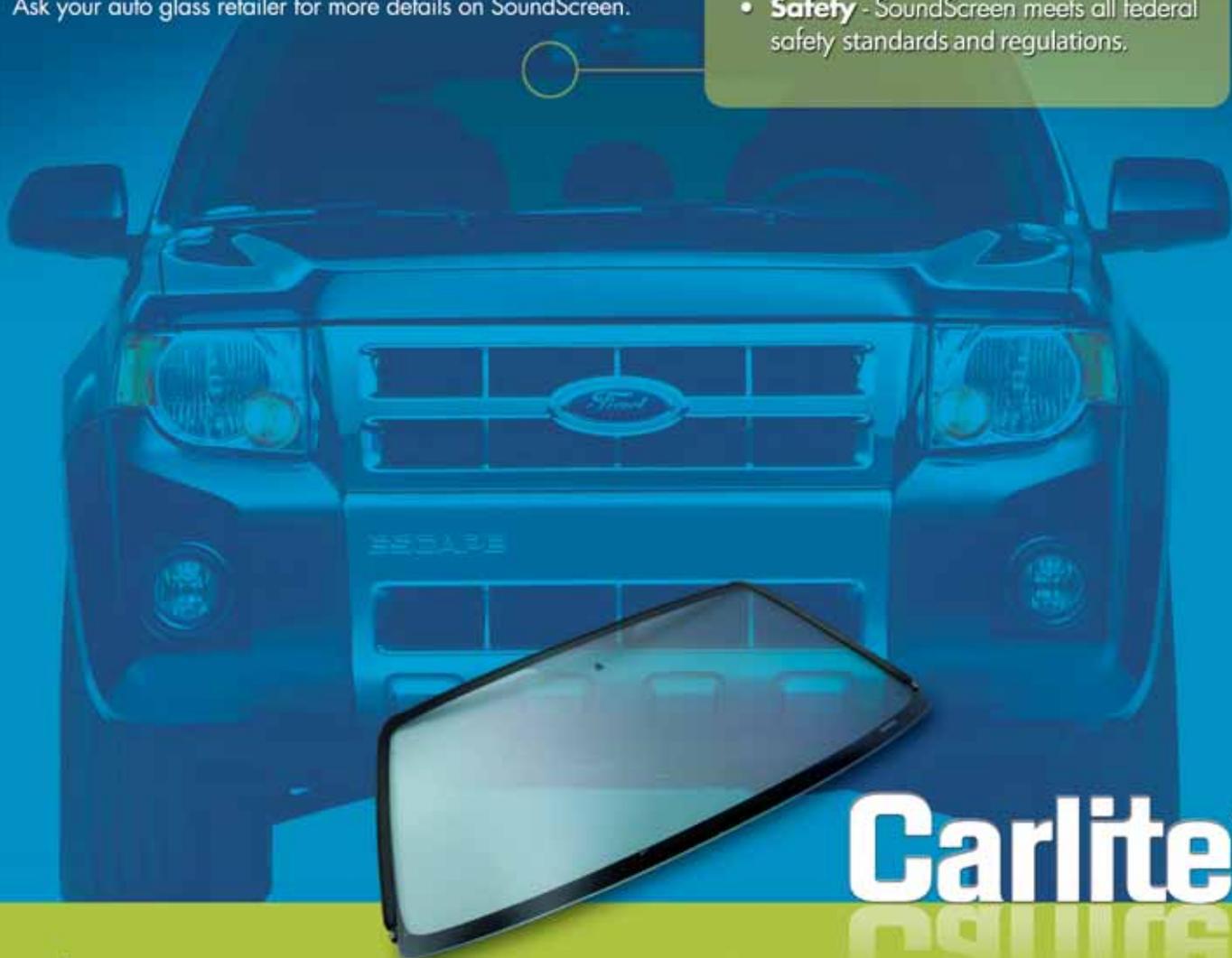
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Trainer's Corner

on-the-job tips

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A Training Legend: Frank Levesque

by Dale Malcolm

IRECENTLY HAD THE OPPORTUNITY to sit down with Frank Levesque, trainer, technical manager and franchise consultant for the Glass Doctor in Waco, Texas, and to hear his thoughts on the industry. I'll share a few of these here, but first, some background on Levesque, who's been in the industry for nearly 30 years.

Levesque started in the glass industry with Soule Glass & Paint in Maine and then moved to Demers Glass based in Massachusetts.

I personally met Levesque for the first time in 1986 when he became a technical trainer for Portland Glass Co. in Westbrook, Maine. He had recently rejoined the company after working in the commercial glazing business for a number of years. He had also spent time as a shop foreman and then a shop manager at Portland Glass.

Trained in auto, residential and commercial glass work, Levesque brought a wealth of experience to his role as technical trainer. That combined with his positive can-do attitude made him a valuable asset to the retail glass shops he supported.

Levesque's role as technical trainer eventually evolved to include employee safety and OSHA compliance for the entire company. It was here that his energy and enthusiasm carried him through the difficult transition and the establishment of a world-class culture of safety in a difficult and sometimes dangerous business.

In 1993, Levesque left Portland Glass when the opportunity to join Equalizer Industries arose. It was at Equalizer that he gained valuable experience in developing ideas from technicians into tools and being exposed to the inter-

national auto glass market.

Over the next 12 to 15 years he worked for several other well known auto glass tool manufacturers including Reid Manufacturing and Fein Power Tools. Levesque spent three years as the national accessory sales manager for Pilkington North America prior to joining Glass Doctor.

Anyone that has attended one of Levesque's demonstrations or seminars at a trade show or conference has seen his talent for conducting a difficult technical demonstration with the knowledge, charm and presence that not only informs but also entertains.

DM: In today's difficult business environment, what is your biggest training challenge?

FL: Time. It is difficult to find time for owner/managers to pull employees out of the field and send them in for training. It is always difficult to convince franchisees of the value of this training. Long-term employees are a special challenge because when technology changes, it is hard to forget old methods that worked once but are no longer are effective.

DM: What was your best training experience?

FL: My best training experience was when I was in Europe representing Fein Power tools, working with the company engineers developing tools and blades, several of which are still very popular. The European glass installers were very focused on quality and precision due to the nature of the high-end vehicles on which they worked. These vehicles were expected to last much longer than those in the United States. The time spent working with people in organizations like Carlite and I-CAR also has helped me im-



Frank Levesque

mensely to polish the skills I use everyday in developing training materials.

DM: Where do you turn when looking for training materials and technical information?

FL: The Internet has become the first stop for a lot of information from vendors. When that is not good enough, networking with technical contacts in the industry is a good alternative source of information. The list of various suppliers in the back of AGRR and USGlass magazines has been an excellent source for locating vendors (*see page 50*).

DM: How do you see training changing in the next ten years?

FL: High-quality training will be even more vital to be able to keep up with changes in technology. The value of training always has to be sold and not just taken for granted. It also is important to try constantly to instill the drive and confidence to sell and provide high-value service to the customer. ■

D Dale Malcolm is technical services manager for Dow Automotive in Dayton, Ohio. His opinions are solely his own and not necessarily those of this magazine.

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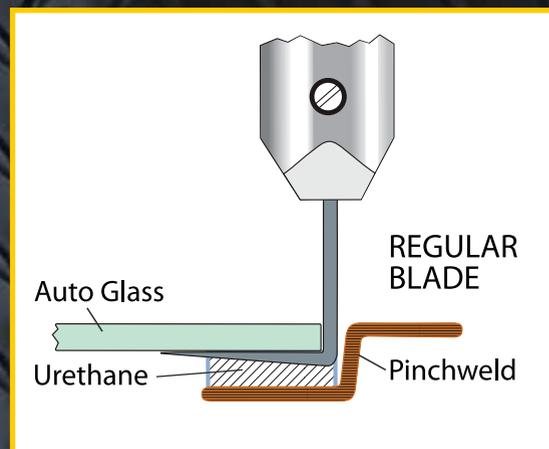
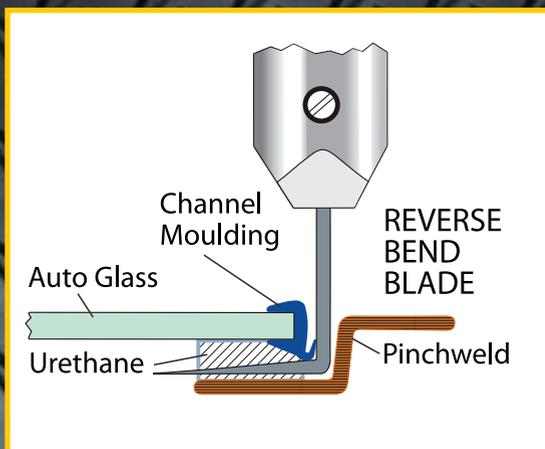
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LEGAL NEWS

Jury Orders Xinyi to Pay Nearly \$11 Million in Damages in Patent Infringement Suit

A JURY HAS ORDERED XINYI Glass North America and Xinyi Automobile Glass Co. Ltd. to pay nearly \$11 million in damages to Saint-Gobain Autover USA and parent company Saint-Gobain Sekurit for patent infringement. The ruling came as the result of a suit filed by Saint-Gobain alleging that Xinyi infringed on two of its patents, allege that Xinyi Glass North America and Xinyi Automobile Glass Co. Ltd. infringed on two of its patents, one titled “Spacer for Windshield Bracket” (known in court documents as the ‘669 patent) and one titled “Method of Centering Windshield Glazings” (referred to

as the ‘395 patent). The ruling came after a jury trial held in the U.S. District Court for the Northern District of Ohio in early November.

The jury awarded \$10,944,015 total in compensatory damages—a breakdown of \$10,896,558 for lost profits and price erosion damages and \$47,457 in royalty damages. They ruled that “Saint-Gobain proved by clear and convincing evidence that Xinyi willfully infringed ... the claims of the ‘395 or ‘669 patents.”

Both patents involve windshields equipped with “an extruded profiled spacer,” according to a statement from Saint-Gobain Autover.

Witnesses in the case included industry expert Bob Beranek, Saint-Gobain Autover representative Dennis Warlick, and several Xinyi representatives.

The original complaint was filed more than three years ago.

COMPANY NEWS

Novus, SuperGlass and Glass Doctor Rank High on Franchise 500® List

Novus Glass, SuperGlass and Glass Doctor all received high rankings on

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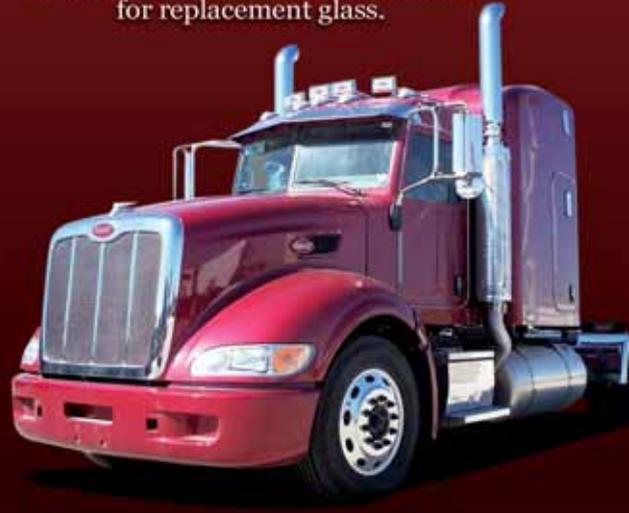
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AGRR Reports

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the recently released 2010 Franchise 500 list, published annually by *Entrepreneur*® magazine.

Savage, Minn.-based Novus Glass ranked at No. 89 on the list, up from No. 83 in 2009. Novus also ranked at No. 68 on the list of fastest-growing franchise, No. 24 on the low-cost franchise list, No. 24 on the home-based franchise list and No. 73 on the list of America's top global franchises.

Orlando, Fla.-based Superglass Windshield Repair was ranked No. 191—up nearly 100 spots from No. 289 in 2009.

In addition to its ranking on the main list, SuperGlass ranked No. 47 on the low-cost franchise list, No. 55 on the list of top home-based franchises, and No. 149 on the list of America's Top Global Franchises.

Waco, Texas-based Glass Doctor rose 37 spots to No. 240 on the list, up from

No. 277 in 2009. In addition, the company ranked No. 75 on the list of top home-based franchises and No. 179 on the list of America's top global franchises.

The Franchise 500 list is created based on a number of factors, including financial strength and stability, growth rate and size of the company's franchising system, according to *Entrepreneur*. Rankings also take into account a number of other items.

AGRSS NEWS

AGRSS Registration Helps Montana Glass Shop in Recent Case, Shop Owner Reports

When Jeff Tribble, owner of J&D Auto Glass in Missoula, Mont., received a call for a windshield replacement on a 1971 Mercedes, he knew his technician had a

bit of a drive ahead of him, as the job was about 90 miles away from the company's headquarters. But he likely didn't expect what happened next.

"Once he cut the windshield out, he saw that there was a bunch of bathtub caulking, rust and leftover bond from whoever put it in before, which we later found out was a bodyshop," says Tribble.

"He explained to the customer that it needed to go back to the bodyshop," Tribble told AGRR magazine/glass-BYTES.com™.

The technician left the vehicle there, sans windshield, and moved on—but this wasn't the last time he encountered the vehicle.

"We got a call from the gentleman who was paying for [the installation], and he said we didn't know what we were

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doing, and told us he was taking us to court," recalls Tribble. The customer sued the company for removing the windshield and not replacing it.

The technician arrived in court with the removed windshield in-hand—and some of the bathtub caulking he'd saved when he stripped it off of the Mercedes.

That part of the case lasted about 10 minutes, Tribble says, when the judge saw what the technician showed him.

"We explained to the judge that we're AGRSS-registered and that we can't install windshields under certain conditions," Tribble says. He says they also explained that the AGRSS Standard offers documentation that the installation would have been unsafe, and the judge removed the charges against the shop. ■



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The News of the **DECADE**

The Events That Rocked the Industry

The last decade has seen a variety of events that have changed the way the industry operates. Though change is certainly constant and more of these likely are to come, AGRR magazine has selected the top-ten industry-altering events and news stories of the last ten years, and in the following pages, we'll take a look back at them.

1. Centralized Insurance Company-Auto Glass Network Influence



Glass Menders in San Jose, Calif. “I think you get addicted to that ‘free’ insurance work.”

The networks also have come to control a large part of the business, from the advent of State Farm’s “Offer and Acceptance Program,” which includes guidelines on pricing, billing procedures and other quality requirements, to more recent rulings regarding OEM glass and how it should be handled during this past year.

Many shop owners blame the rise of the networks for a number of industry maladies, such as low margins (and the competitive pricing structure most networks have in place), and a lack of business caused by possible steering issues among others.

When we began the decade, local insurance agents were still somewhat involved in “advising” their insureds in choosing a glass service provider. A decade later, that model barely survives in only a few pockets around the country.

Instead, most insurance companies have tightened the reins and leveraged their influence by requiring their policyholders to call an 800 number for glass claims. And that 800 number is usually answered by a glass company of the insurer’s choosing or by insurance company representatives themselves, using carefully worded scripts that help influence the insured to choose an auto glass service provider that agrees to its pricing and terms. Proponents say this system helps keep customer costs down and glass shops honest. Opponents say the prices insurers want to pay are kept artificially low and compromise safety and quality.

These auto glass networks and claims administrators weren’t invented in the last ten years, but since 1999, several new ones have come on the scene and many independent businesses have formed love-hate relationships with them.

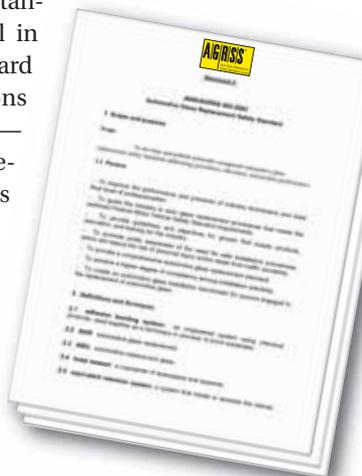
Some even have attempted to abandon them cold-turkey—but this isn’t always easy.

“I think it’s like heroin,” says Neil Duffy, owner of Auto

2. AGRSS-ive Standards

Though the work on the Auto Glass Replacement Safety Standard first began in 1998, it wasn’t until three years later that the official standard was released and submitted to the American National Standards Institute for official approval in 2001. The creation of a uniform standard for auto glass aftermarket installations was one of the—if not the greatest—milestones to ever occur, as it truly defines for all what a safe installation is and includes.

Once the AGRSS Standard was published, the AGRSS Council quickly began another undertaking—that of a credentialing program, through which auto glass businesses could register that they were following the Standard.



The group soon added a self-audit facet to the program, requiring AGRSS-Registered shops to submit certain materials and deliverables showing that they were following the Standard. And, this past year, the group embarked on one of its—and the industry’s—largest milestones, the creation of an independent third-party validation program in September 2009.

“Our ultimate goal is to provide those who use AGRSS-registered companies for their auto glass replacement needs with a level of confidence that their auto glass is being replaced properly. We are excited that so many companies are part of this initial program,” says Jean Pero, incoming chair of the AGRSS credentialing committee.

“It’s an amazingly innovative program,” adds Pero. “These companies allow truly independent, third-party auditors to come in and validate that they are doing the job right. It’s an amazing advancement for safety.”

3. Belron the Behemoth



Belron CEO Gary Lubner (above) has led the re-entry of the company into the United States over the last 10 years.

It’s no secret that Belron has had a long history with both the international and U.S. auto glass markets. The Belgium-based company and international auto glass giant had several U.S. distribution operations in the 1980s, including Windshields America in the 1990s, and eventually merged that company with the Globe Glass/U.S. Auto Glass Network in 1995, to form Vistar. Then, in

1997, Belron negotiated a deal by which it would own a 40-percent interest in Safelite Auto Glass. Vistar was purchased by Safelite as part of that agreement, but Belron management had many differences of opinion with Safelite, and quickly exited the deal three years later. For the next five years, Belron had no major U.S. holdings—but in 2005, that all began to change when the company announced it had signed an agreement to purchase Elite Auto Glass in Denver. From there, a firestorm began. Belron purchased Southern California-based Windshield Pros and Madison, Wis.-based Auto Glass Specialists later that year. Then, in early 2006, the company acquired Phoenix-based Maverick Glass. The buying frenzy slowed down slightly until February 2007, when Belron announced the acquisition of Safelite Auto Glass. Though Belron has acquired several other U.S. chains since then, including Cindy Rowe Auto Glass, Diamond Glass and the retail and network operations of Iowa Glass Industries, the Safelite deal is the one that gave it a super-sized presence.

4. The Demise of the Regional Player

In the earlier part of the decade, several national and regional auto glass chains existed within the United States, including Safelite Auto Glass, Glass America, Auto Glass Service, Iowa Glass, Diamond Glass, Elite Auto Glass, Windshield Pros, Auto Glass Specialists, JN Phillips Auto Glass, Globe Amerada Glass, Cindy Rowe Auto Glass, Maverick Glass and more. Today most of these are gone.

Belgium-based Belron, of course, has been responsible for the largest piece of this, buying up not only Safelite but several other major industry players, such as Diamond Glass, Elite Auto Glass, Windshield Pros, Auto Glass Specialists, Cindy Rowe Auto Glass, Maverick Glass and the auto glass assets of Iowa Glass.

This has created a fragmented market with few regional chains left, and the leadership of these companies have either become Belron employees or retired.

Today, a few strong regional players still exist that don’t wear Belron colors, but the numbers are far smaller than existed ten years ago.



5. Repair on the Rise



A decade ago, HSG (formerly Harmon Solutions Group) probably had a repair rate of somewhere in the high teens or low twenties, according to the company. Now, the Eau Claire, Wis.-based network, the third largest in the total solutions provider realm, says its repairs constitute almost half of its business—46 to 48 percent to be accurate. “I definitely think that repair is coming into its own element

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The News of the **DECADE**

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The Crystal Ball Approach

What major events do you expect to occur over the next ten years? Please e-mail pstacey@glass.com.

or has fully matured,” says Paul Gross, president and chief executive officer of HSG. “There’s been a substantial movement from that standpoint in terms of repair at the insurance carrier level.”

Others in the industry are also seeing this trend. “We’re starting to see more and more people doing windshield repair,” says Dan Mock, vice president of operations for Glass Doctor, a replacement and repair provider based in Waco, Texas.

While the sentiment expressed by Mock and Gross isn’t universal, there’s definitely a feeling that the repair has some headwind behind it. There’s the environmental movement, the cost savings in repair, and the ability to maintain the in-

tegrity of the windshield’s original seal pushing the business.

“We’re saving them deductibles and time. People are starting to see the environmental aspect of windshield repair,” Mock says. “I think there are a lot of things at play. It’s not just one single thing that’s making a big difference. I think there are several different things coming together at once—kind of a perfect storm.”

In just this past year, an ad campaign by the industry’s largest player has helped as well. The Safelite campaign echoes Belron’s worldwide push for repairs—and even those outside the company have benefitted from the growing awareness about this service.

6. The China Syndrome: Where Have All the Manufacturers Gone?



Glass imported from China has become popular among many distributors. In July 2009, Safelite opened a new distribution center in Ontario, Calif., and at that time noted it would allow easy access to glass imported from Asia.

Many industries have seen a move toward China in the last several years. And it’s been no different for auto glass. Not only have several Chinese manufacturers launched their own businesses and have begun importing to the United States, but some American manufacturers, including Pittsburgh Glass Works, have begun producing glass overseas as well. China began aggressively courting OE manufacturing early in the decade and succeeded in making great inroads a few years ago, both in OE contracts and reverse-engineered aftermarket products. Much of auto glass manufacturing has followed.

A 2009 study showed that glass production in China had increased by 67 percent (more than \$567 million) since 2003, according to the Economic Policy Institute.

And the Chinese government’s provision of subsidies for

the industry have also bolstered this. The 2009 report cited statistics from the National Bureau of Statistics, China, that showed that China’s glass industry received \$1 million in government subsidies in 2004, compared with \$15.7 million in 2008, illustrating a gradual increase over this period.

At press time, discussion of glass tariffs was just beginning to gain traction. Supporters say such tariffs will help the glass industry, which, like the tire and steel industry, has been losing business to Chinese companies that are, in turn, subsidized by the government. Opponents say that in a truly free market economy, each company will manufacture what it does best and most cheaply and may have to lose some industries all together.

continued on page 22



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The News of the DECADE

Continued from page 20

7. It's the Stupid Economy, Stupid

Many have called it the worst economic downturn since the Great Depression, and, even now, no one's quite sure where the bottom is, though in early 2010, many predicted it was near the end. Whatever is in the future, though, the recent economic period has had many effects—both positive and negative—on the industry. It's also had drastic effects on the automotive industry.

And those who do buy new cars are seeing newer, more innovative, expansive uses of glass—and often the glass is now playing an even larger role than before in the car's structural integrity.

The automotive market also is being influenced by a move to cities and urban areas—decreasing the demand for vehicles. And, of course, as the number of cars on the roads decreases, so does the chance of glass breakage.

8. Lists of List (Prices)

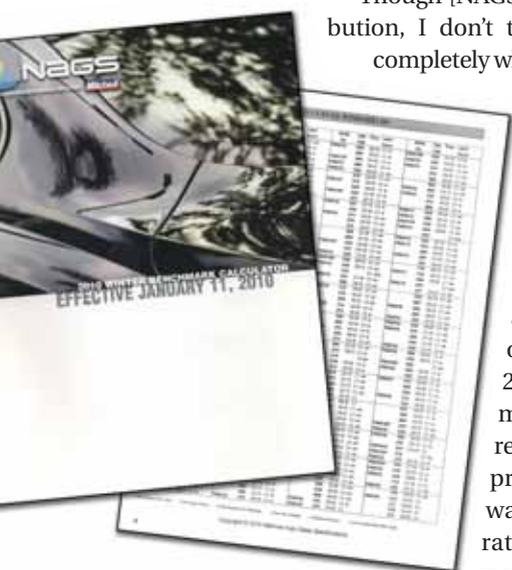
Though NAGS still remains the industry's only nationwide benchmark price list, in the past several years other pricing lists have begun to be utilized. A semi-covert Chicago Auto Glass Group was formed in the early part of the decade to develop a new benchmark system, but it seems to have lost some traction and stopped much of its work. (Many of its leaders, such as Wes Topping of Elite Auto Glass, have sold their companies to Belron.) As such, more and more distributors and manufacturers have developed their own price lists.

The NAGS numbering system, though, still remains crucial.

"Though [NAGS is] conscious of distribution, I don't think they understand completely what we go through," said

Paul Anaya, national accounts and marketing manager for Mygrant Glass, during an interview conducted in early 2008.

And, though NAGS attempted to fix many of its users issues with a 2007 re-balancing, many still note that the reduction in the glass prices listed (when labor was broken out separately) has been detrimental to business.



9. Auto Glass Replacement in the Crosshairs



It was just a few months after the launch of AGRR magazine that the now-infamous 20/20 exposé about unsafe auto glass installations first ran on network television. Since the 12-minute segment introduced by Barbara Walters first ran on February 25, 2000, the feature has not only been show repeatedly at industry events as a call to the industry for safe auto glass installations—but also has been the most major call to consumers the industry has had yet to show them the importance of a proper auto glass installation.

The segment, which was narrated by Arnold Diaz, began with a bang by profiling cases where faulty installations led to windshield ejections that ended the life of a 25-year-old woman and paralyzed a mother in California. The stories of these tragic cases highlighted the importance of the windshield in both the structural integrity of the car and occupant retention.

Though many felt the piece portrayed the industry in a bad light, even Patrick McKernan, the owner of the only company identified in the piece, American Mobile Glass in Newfoundland, N.J., said he felt the exposure would make his company better in the long run.

"This will make us stronger," he told AGRR magazine shortly after the incident. "It will make our guys more aware of doing it the proper way. I will also have stricter guidelines to make sure it is done the proper way."

The other two companies featured were Safelite and Diamond Auto Glass (which is now a part of Safelite).

There's no doubt, though, that this segment brought safety to the forefront of the industry's collective mind, and played an important role in the rise of the Auto Glass Replacement Safety Standard (AGRSS) and the efforts of the group behind it. (See No. 2 for more on this.)

10. Today's Professional Tech

Today's techs aren't just technicians—to the customer, they're the face of the company. This increasing customer interaction, along with a demand for quality customer service from the general public, has led to something more—an increased emphasis on professionalism, training and knowledge. Today, technicians are seen as experts in their fields and they are the ones on

continued on page 24

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The News of the **DECADE**

Continued from page 22



The Pilkington Classic Auto Glass Technician Olympics just celebrated its fifth anniversary since its inception.

whom customers lean for information about safe installations, what procedures should be followed after the job is done and more.

Industry competitions also have added to this heightened knowledge. The advent of the Pilkington Auto Glass Technician Olympics and the Walt Gorman Memorial Windshield Repair Olympics have given technicians a chance to spotlight their skills. ■

Penny Stacey is the editor of AGRR magazine.



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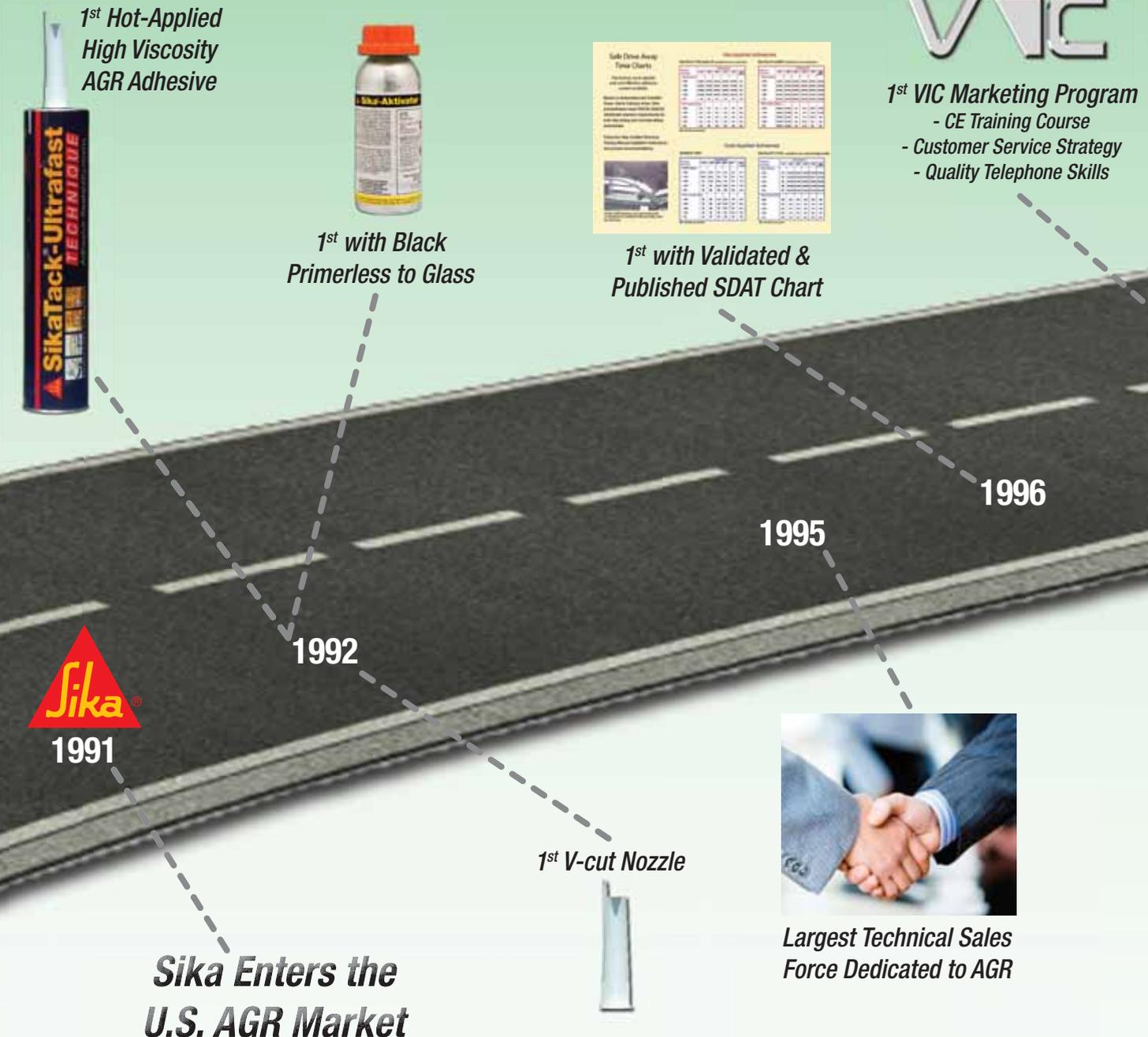
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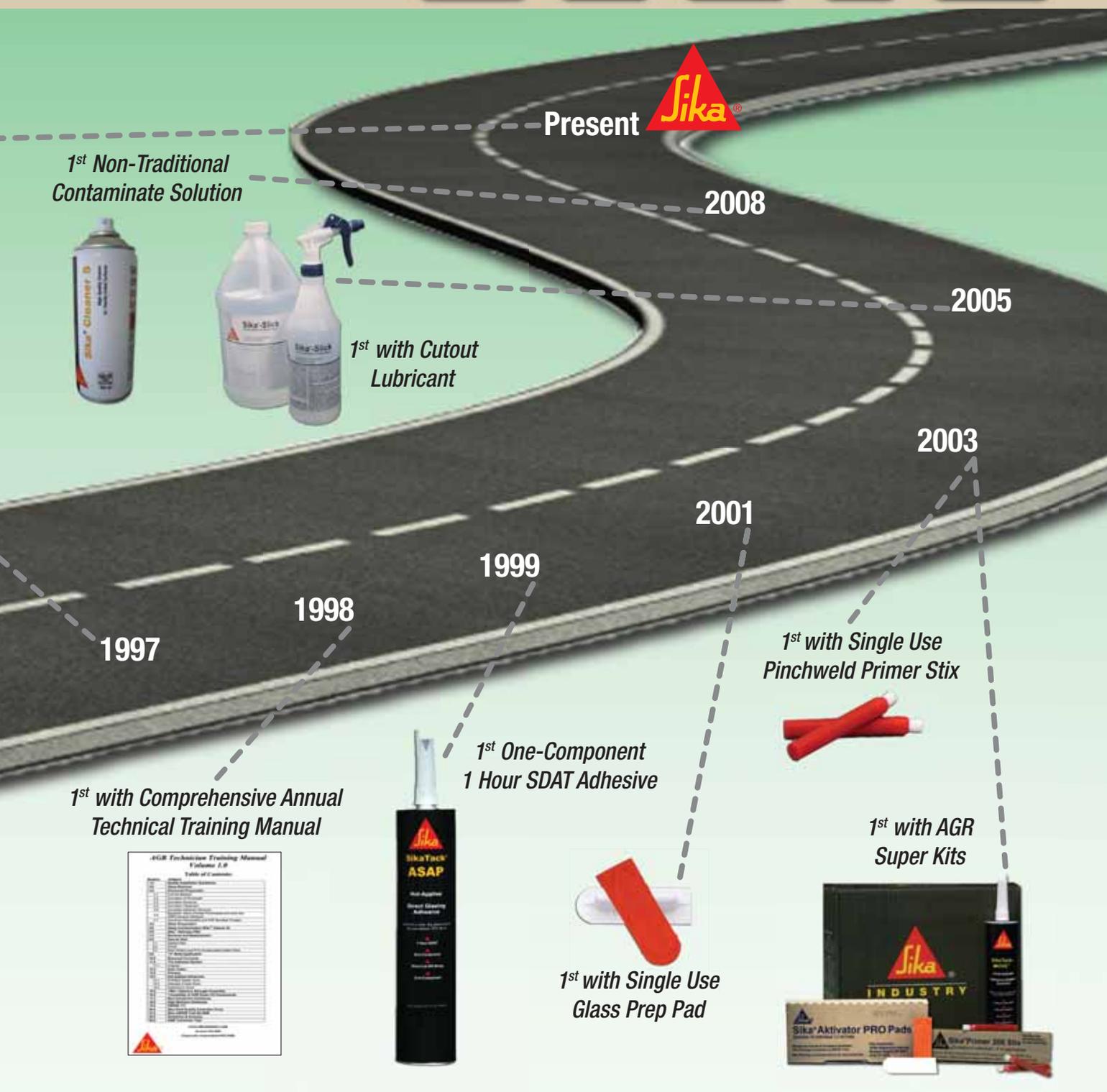
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Industry

A Look at the Industry's

The Builders

10 Years

In the following pages, AGRR magazine has compiled a list of the industry's most influential representatives. The list includes some who have since left the industry and many who continue on in their efforts to grow the industry's standards, safety efforts, techniques, tools and more.

In addition, a few are included who fall outside the 10-year range but whose efforts have continued to impact the way the auto glass industry works. Read on for a look at these.

(Editor's Note: This is the first part of a multi-part series. If you have a suggestion or nomination for an individual who should be included in a future segment, please e-mail pstacey@glass.com.)

Building blocks are often seen as the foundation of any business or industry—but those putting them into place are just as important. The auto glass industry has included a number of builders who've grown their companies to such levels that they've impacted the entire industry—or have been involved in so many facets of the industry that they've impacted it on several levels.

Following are some of those who ranked at the top of this category.

David Rohlfig - Glass America, Chicago, Ill.



David Rohlfig, president of Chicago-based Glass America, has done it all. He started in the retail glass business in 1972 as an auto glass installer trainee at a small company in Florida, and worked his way through the ranks as installer, store manager and sales rep, prior to taking over the business six years later.

His company was part of the Glass Specialty franchise group and he worked with another industry icon, Karl Alberti, who was franchise director at the time. The two later left the company and formed a new one, the MAGIC (Mobile Auto Glass Installation Centers) Group. In 1986, they sold that business to Safelite and Rohlfig went to work for Safelite; he was responsible for all of Florida initially, and eventually began assisting with the company's acquisitions and transitioning other companies into the business. He also led Safelite's acquisition of Speedy Auto Glass, and at one point took charge of the company's New England region, until he left there in 1989.

Rohlfig went on to another prominent industry player, Windshields America, where he became executive vice president of operations initially, and eventually was promoted to chief executive officer in September 1992.

The company eventually merged with Globe Glass/U.S. Auto Glass, and Rohlfig left to work with Belron, handling the company's worldwide new market entry strategy and acquisitions. During that time, he spent a good deal of time in Asia, the Philippines and South America, and handled several large acquisitions, including that of Standard Auto Glass in Canada.

Eventually, Rohlfig left there and took a break from the industry before teaming up with several equity firms to purchase Glass America from BP Capital. Since then, the company has purchased Auto Glass Service and Globe Amerada Glass and now has locations in 22 states.

Rohlfig is known not only for his longevity and breadth of experience across the industry, but also for his staunch commitment to safety. Glass America was the first national chain to become AGRSS-registered and Rohlfig has been an active participant in the development of the Standard. Last April, he was elected vice president of the Council's board and continues to serve in that capacity today.



Legends

Founders, Renegades and More

Where Is He Now?

Rohlfing continues to serve as president of Glass America and as vice president of the AGRSS Council Inc.'s board of directors. Rohlfing counts "all who chose to protect and serve in the Armed Forces in the United States over the years," along with Captain Chesley "Sully" Sullenberger among his heroes.

Frank Archinaco - Pittsburgh Glass Works, Pittsburgh, Pa.



Once most people retire, they actually do just that—retire. But PPG Industries' Frank Archinaco is a different story. Though he had actually retired in 2002, he returned to the company in 2008 to help lead the auto glass division of the business through a difficult period, and eventually a sale to Kohlberg and Co. and transition into Pittsburgh Glass Works. This decision came shortly after a previously scheduled sale to Platinum Equity had been abandoned in late December 2007.

Archinaco has a long history with PPG, having been appointed vice president, automotive OEM glass in 1986. In 1994, he assumed responsibility for the company's entire glass business, and he was elected executive vice president in 1997—a position he held until he retired in 2002.

Archinaco was responsible not only for playing a key role in the development of the U.S. manufacturing market, but also in the development of LYNX Services.

The Inventors

The AGRSS Council

Though many of the AGRSS Council's present and past members are named separately on the full list, an auto glass industry's Most Influential list looking at the last decade would not be complete without a mention of the entire group. The industry-founded and



funded group not only came together to develop an ANSI-approved standard for the industry after assessing that the industry was in need of a common document by which to safely approve glass, but also took the Standard steps further. The Council has developed a registration program, which initially required self-audits, then just last year, added a third-party validation facet to the program—the first program of its kind in the auto glass industry.

In addition, the group has worked tirelessly to promote consumer awareness of the importance of proper windshield installations and, in 2007, launched its own Consumer Awareness Program, in which the group goes into various communities and holds a day-long program to educate both insurance agents and customers about the Standard.

AGRSS also offers a consumer website, to explain the need for the Standard and for safe windshield installations, and to give consumers a place to go online and locate an AGRSS-registered shop when auto glass replacement work is needed.

Where Are They Now?

The AGRSS Council is continuing to monitor its recently launched third-party validation program and has much excitement planned for 2010. Stay tuned to **AGRR** magazine for the latest, and be sure to check out our annual safety issue—the March/April 2010 issue of **AGRR** magazine—for more on this effort.

Where Is He Now?

After Pittsburgh Glass Works made a successful transition with its new majority ownership by Kohlberg & Co.,

Archinaco made his own transition back into retirement early in 2009.

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The Big Three of Belron

Belron has developed not only a large national presence throughout the United States, but the company also is the biggest worldwide auto glass company, with operations in 31 countries across Europe, North and South America, Australia, and just last year also entered the China market. Over the last few years, the company has several major leaders—both worldwide and here in the United States—who've helped to fuel the company's growth.

Gary Lubner - Belron

Gary Lubner has been with Belron for 16 years and was appointed chief executive officer of the company in May 2000. During his time with the company, Lubner has held a number of roles that have seen him responsible for the growth and development of key areas of the business. Before being appointed as CEO, Lubner was responsible for all of the company's European operations.



Lubner studied finance at the University of Cape Town and upon graduating joined Arthur Andersen where he qualified as a chartered accountant in 1981. He followed this by joining South Africa-based PGSI (which was Belron's sister company), where he spent seven years in a variety of finance, marketing and general management roles. In 1989, Lubner came to the United Kingdom, where he received his master's degree in business administration from London Business School in 1991. He joined Belron shortly afterwards.

Lubner, a third-generation member of the worldwide family business, has been known for leading the company's growth since he became CEO in 2000, and led one of the company's largest acquisitions—that of Safelite in 2005.

Lubner has been known for his strong feelings about cash pricing.

"Once cash prices are above insurance prices, that [will be] a proper reflection on the service that we provide," Lubner once said. "That's what we see around the world, and I don't see why it should be different in the United States."

Where Is He Now?

Lubner continues as CEO of the company and constantly watches for new acquisitions.

"We are a dynamic business and we're always looking for opportunities," he told **AGRR** magazine during an interview in July 2009.

In his spare time, Lubner enjoys playing golf (he once played with famed golfer Ernie Els), and sports in general, including swimming, biking and running.

Rich Harrison - Belron US, Columbus, Ohio

Rich Harrison became chief operations officer and senior vice president of Belron US in October 2007.



In this role, Harrison manages all the company's field sales and retail vehicle glass repair and replacement businesses, including its wholesale and warehouse operations.

Harrison also worked with Belron in a global role and assisted with its integration of all of its U.S. acquisitions, including that of Safelite.

Where Is He Now?

Harrison continues in his position with Belron US. His industry fears include "soft economic conditions, which create a weak market environment."

Harrison, like many others, anticipates further consolidation to occur over the next ten years.

In his spare time, Harrison trains for and competes in triathlons.

Tom Feeny - Belron US, Columbus, Ohio



Tom Feeny, president and chief

executive officer of Belron US, took over this role in May 2008 when his predecessor retired. Feeny has been with Safelite, which now acts as a division of Belron US, since 1991, and prior to his appointment as CEO had been executive vice president since late 2003.

Prior to that, Feeny had served as senior vice president of client sales and support.

In his 18 years with the company, Feeny has held numerous operations and sales leadership positions including senior vice president, retail operations.

Where Is He Now?

Feeny continues in his role as CEO—now entering his third year in that position.

When looking at the last 10 years, Feeny sees the focus on safety as one of the industry's largest evolutions.

"The emphasis on safety—the knowledge about the types of urethanes, the way to install a windshield, the cure times on the urethanes, stands out as probably the number-one thing the industry has undergone," he says.

In his spare time, Feeny enjoys playing golf.



The Educators

The industry certainly wouldn't have made the progress it has over the past 10 years if it wasn't for those who have been willing to continually educate its members. No educator section would be complete without mention of industry legends Al Girard, who started the Carlite training school in 1991, and Len Stolk, who spent many years as a trainer there, and Steve Coyle, who was one of the lead trainers at Performance Achievement Group prior to its acquisition (and subsequent dissolution) by Belron. However, in the last 10 years, three particular names have been quite prominent in this area. Read on for a look at these.

Bob Beranek - Auto Glass Consultants, Sun Prairie, Wis.



Bob Beranek has been in the auto glass industry for 28 years and has spent 18 years as a technical trainer. He also has devoted much

time and his technical expertise to the work of the Auto Glass Replacement Safety Standards (AGRSS) Council and serves on its Board of Directors.

Beranek's industry know-how has been called on for several auto glass-related cases as well, including the recent ruling against Xinyi charging the China-based manufacturer with patent infringement (*see related story on page 12*).

In 1992, Beranek developed his own auto glass consulting company, Automotive Glass Consultants, to provide technical, sales and/or customer service training to auto glass businesses.

Where Is He Now?

Today, Beranek remains president of Automotive Glass Consultants and continues to serve on the AGRSS Council's board of directors. He also offers online training via Auto Glass University.com, a division of his original company.

"Professionally speaking, I think that the Taylors of Cindy Rowe Auto Glass were the professionals that meet the hero label," says Beranek. "They took a repair business and built it into a profitable, innovative company that

Carl Tompkins - SIKA Corp., Spokane, Wash.



Carl Tompkins, who currently serves as global-AGR strategic marketing trainer for SIKA Corp., has been in the auto glass industry for 33 years and spent many years with Pittsburgh-based PPG Industries. He also has been instrumental in his work with the Auto Glass Replacement Safety Standards (AGRSS) Council and served as chair of the group's accreditation committee until 2009.

Tompkins' is known for his expertise in business management, sales and marketing, and he has been an **AGRR** columnist since close to its inception.

In 2009, the AGRSS board of directors voted to institute an award for distinguished service in Tompkins' honor for the work he has contributed to the Standard and its accompanying registration and validation programs.

Where Is He Now?

Tompkins continues to serve as SIKA's global-AGR strategic marketing trainer. When asked about his heroes, Tompkins points to "any individual who conducts [his/her] personal life and career with integrity, honesty and is willing to do and say the right thing in all instances, regardless of the political ramifications."

Tompkins' industry fear is no secret.

"I've stated my fear publicly on a number of occasions and simply put it is this: If every member of the AGR industry fails to do their part in educating customers on the values of safety, quality and excellent service, the industry will erode to its lowest denominator of each, meaning that the remaining participants will be only the lowest cost provider who promises much but delivers little," he says. "And as long as industry members think that it's either someone else's job to fix this or someone else's fault that this has happened, this industry's direction will not change. The good news is, it's not too late to do something about it. Those willing to change and who are doing something about it are benefiting."

In his spare time, Tompkins enjoys the outdoors, especially fishing.

was employee friendly. They knew how to find, hire, and listen to the best people in and out of our industry and use their knowledge to gain success. They didn't listen to the naysayers that said 'you can't make a living in auto glass'—they just did."

In looking ahead, Beranek fears the "demise of the mom-and-pop shop."

Beranek's biggest challenge relates closely to the work he has done with

the AGRSS Council and all of his training efforts—encouraging the importance of safety.

"My biggest challenge is getting the industry to think consumer safety over dollars," he says.

In his spare time, Beranek enjoys home-brewing, cooking, playing golf and spending time with his grandkids.

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Dale Malcolm - Dow Automotive, Dayton, Ohio

Dale Malcolm started in the glass business as a trainee in 1979 at Portland Glass, a New England-based full-service glass company. He ran three different shops over the next twelve years before taking the job of director of safety and technical services. He held that job for the five years prior to joining Dow Automotive and moving to Dayton, Ohio, in 1998.

Malcolm was one of the first 50 certified master auto glass technicians in the country and has been a member of the NGA Auto Glass Certification Committee for ten years and was chairman from 1999 to 2006. He also is a member of the Auto Glass Certification Council and was the 2003 Len Stolk Special Achievement award winner.

Malcolm also is a long-time **AGRR** magazine columnist and recently became chairperson of the AGRSS Council's education committee. He also has been instrumental in bringing corrosion treatment to the forefront of the industry and has developed a practical "in-the-field" corrosion solution for auto glass technicians—the "wet scrub" solution.

Where Is He Now?

Malcolm remains technical services manager for Dow Automotive and continues to be active with the AGRSS Council as well. He speaks at industry events throughout the year and is known as a technical expert.

When asked about his hopes for the industry, Malcolm points to a common

industry concern—the struggle between price and quality.

"I think my hope is that the industry is somewhat able to get away from focusing on cost-cutting methods and speed as driving factors, and instead can focus on quality and service," he says.

His biggest challenge involves one of his greatest strengths—innovation—and passing the things he's learned onto others.

"The biggest challenge is new procedures and perspectives—and finding people that want to hear about them," he says.

Malcolm's hobbies include woodworking, home improvement and photography.



The Network Developers

Once upon a time in a faraway place, the industry was quite different than it is today. Networks didn't exist, and "cash" prices didn't either. Though many played a role in this evolution, the following individuals played a large role—if not the largest—in this major change in the way the auto glass industry worked.

Joe Kellman of Globe Glass, of course, was the one many believe started it all. He made the first network agreement of its kind with Allstate, and later, the gentleman with whom he'd worked so hard on this agreement, **Bill Tortorello**, even took over Kellman's company as president in the early 1990s. Kellman credited Tortorello with selling the network idea to his associates at Allstate in just three years—something Kellman says it took himself 40 years to do.

Eddie Cheskis, who currently heads up the glass division of Gerber Collision and Glass, also worked closely with Kellman.

Joe Kellman - Globe Glass, Chicago, Ill.

Joe Kellman's impact on the AGRR industry will live on for decades. Kellman, of Globe Glass, got his start in the glass industry began at the age of 14 when he worked at his father's small glass shop, Globe Glass. When his father died, he and his brother Maury took over the manufacturing division of the business and Kellman was given two small retail glass shops to run. The two shops grew into what was at one time was the country's largest privately owned auto glass chain.

The company also created what many believe to have been the first nationwide auto glass network, the Globe Glass/U.S. Glass Network.

Globe Glass merged with Windshields America in 1996, creating Vistar, which was sold to Safelite in 1997.

Many in the industry also credit the growth of the Globe Glass to Kellman's invention of mobile auto glass installation and his courtship and understanding of the insurance company as a customer.

Kellman boasts of many achievements outside the glass industry as well. In 1961, he, along with longtime friend and entertainer Buddy Hackett, founded the Better Boys Foundation, a non-profit organization designed to help inner-city children in the west side community of North Lawndale in Chicago, in 1961. In 1988, Kellman founded the Corporate Community School of America (now known as the Kellman Corporate Community School), also for the North Lawndale community. Just last year, the Joe Kellman Family Foundation helped to build a new community center, the Kellman Community Center, in North Lawndale, to further the work of the Better Boys Foundation.

Where Is He Now?

Kellman passed away on January 7 of this year—the day he celebrated his 90th birthday (see *obituary on page 46*). He and his wife, Lou Anne, had retired to the San Diego area several years ago.





Bill Tortorello - Allstate Insurance/Globe Glass

Bill Tortorello has been known in many circles as Joe Kellman's right-hand man. When Kellman needed a successor to run his company, which had grown to become the largest auto glass chain in the country, he turned to Tortorello, with whom he had once negotiated in making the company's first network agreement with Allstate.

"What impressed me most about [Tortorello] is that it took him three years to sell my idea to his superiors there," Kellman once said of his colleague. "His persistence in following through was strong because he believed in the ideas. He did in three years what I couldn't get done in 37."

The fact that Kellman stepped outside his family to choose Tortorello as a successor also spoke a great deal about their relation.

"You love the candidates [from the family], but you have to acknowledge their limitations," Kellman told **AGRR** in a 1993 interview, right after Tortorello took over. "The task fathers, or fathers-in-law, like me face is convince their children or in-laws of their limitations. When they acknowledge that fact themselves, it's a giant step forward for them and for the company. To thine own self be true. The last name doesn't get you the job."

Bill Hardt - State Farm, Bloomington, Ill.



Though auto glass networks have been in place in some form since the 1970s, State Farm's Bill Hardt was the first to become involved in the business practices of glass shops when it created its own "Glass Central" program. Developed in 1998 in an effort to manage glass-only claims, the State Farm Glass Central program permitted shops to enter into a contract with State Farm as long as they accepted the company's "Offer and Acceptance Agreement," which includes guidelines on pricing, billing procedures and other quality requirements.

The man behind the program was William Hardt, who in 1998 served as assistant vice president of auto property claims for the Bloomington, Ill.-based insurer.

In addition, Hardt was known not only for being willing to answer the industry's questions about the program, but also for speaking out against cash pricing.

"How do I explain to our policyholders and agents that [AGR businesses] give some one-time customer that walks in off the street a better price than us—and we're their best customer?" he once asked.

Hardt was also vocal in his belief that there were too many glass shops competing for State Farm's business.

Hardt retired from State Farm in the earlier part of this decade, and is no longer involved with the auto glass industry.

Where Is He Now?

Hardt retired from State Farm in the earlier part of this decade, and is no longer involved with the auto glass industry.

Eddie Cheskis - Gerber Glass, Skokie, Ill.



Eddie Cheskis, chief executive officer (CEO) for the glass division of Gerber Collision and Glass, a division of the Boyd Group, got his start in the 1970s working for the Chicago-based Globe Glass. He eventually became president of the U.S. Glass Network, a division of Globe, prior to leaving in 1992 to work for CCC Information Services, which develops claims management software and other tools for the insurance industry, as president of its Autobody Systems Group. Later, he became president of all CCC's service groups.

Cheskis left CCC in 1998 to form a partnership with Neal Gerber, the grandson of Gerber founder Phil Gerber, and helped to grow the company to 16 locations throughout the Chicago area. He also helped the auto glass and collision chain to open its own call center. Gerber was purchased by the Boyd Group in February 2004, and Cheskis assisted with the transition and maintained his position as CEO of the Gerber division.

The company started Gerber National Glass Services by acquiring the Globe Amerada Glass Network in 2005.

Where Is He Now?

Cheskis, a Chicago resident, remains chief executive officer of the Gerber Glass and Collision division of the Boyd Group. Cheskis cites his dad as one of his heroes, "for his steadiness, integrity, compassion and love." In business, he says his greatest challenge is "ensuring that no matter what size we are it, it is all about providing excellent service to each customer."

When asked about what his fear for the industry is, he says, "that the industry will not settle on one technician certification standard."

When Cheskis isn't busy on the job, he likes to play golf, read, travel and watch sports and spend time with his wife and two sons, ages 12 and 13.

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The Second Generation

Though family businesses are quite common in the auto glass industry, there are several major industry players that have followed in their parents' footsteps and have continued on long after their predecessors have left the industry. AEGIS Tools International president **Bob Birkhauser** and **Cindy Ketcherside**, who took over her father's company, JC's Glass, are two of these. Both have not only continued their parents' legacies, but also have made major impacts on the industry over the years.

Who Are Your Industry Heroes?

Do you know of an industry legend or hero who's not included on this list? Please e-mail pstacey@glass.com with your suggestions for those who should be included on future lists.

Cindy Ketcherside - JC's Glass, Phoenix, Ariz.



Cindy Ketcherside has been in the auto glass business for nearly 30 years, joining her family's business, JC's Glass, in 1980 and advancing to president/owner by 1992. She sold the business to Iowa Glass in 2005 where she remained as vice president of business development. In October 2009, Iowa Glass sold its auto glass division, including JC's Glass, to Belron US, but Ketcherside remained with the parent company, Iowa Glass, as the vice president of business development.

She was a founding board member of the National Auto Glass Cooperative

and the Chicago Glass Group, as well as a past president of the Arizona Glass Association, where she was instrumental in passing the "Zero Glass Deductible" bill in Arizona.

Though Ketcherside has a lengthy industry history, she is most known for her involvement with the Auto Glass Replacement Safety Standard (AGRSS). In 1999, she began serving as a board and standard development committee member. Ketcherside served became president of the AGRSS Council Inc. and chair of the Standards Committee in 2001—both of which positions she held until last year.

Even today, though, she remains heavily involved with the AGRSS Council,

as a member of the board of directors, as part of the group as they have brought the third-party validation review program to fruition.

Where Is She Now?

Ketcherside had completed her contract with Iowa Glass just prior to press time. Her fear for the industry is a common one—the struggle between price and quality.

"My industry fear is [that] the consumer continues to perceive auto glass installation as a commodity and bases their purchasing decision on price and not the quality of the installation," she says. "This background for their decision will continue to erode average invoice prices."

Bob Birkhauser - Auto Glass Specialists/AEGIS Tools International, Madison, Wis.

Bob Birkhauser, president of AEGIS Tools International in Madison, Wis., joined Auto Glass Specialists, a company founded by his parents, Robert and Bette Birkhauser, in 1974. Just eight years later, in 1982, Birkhauser invented a windshield repair system for use by the company's technicians—and launched AEGIS as a sister company—realizing that windshield repair was an important service, but that they needed an economical way to offer it. Today, the system Birkhauser has continued de-



velopment of the system.

In 2006, the Birkhausers sold the Auto Glass Specialists portion of the business, known for its "Little Red Trucks," to Belron, but retained the AEGIS business.

Though Birkhauser's tool systems have been one of his major legacies, he also is known for building the Auto Glass Specialists brand as one of the most prominent in the Midwest known for its "Little Red Trucks."

Birkhauser, who has long supported and been involved in the development

of the Auto Glass Replacement Safety Standard (AGRSS), holds a bachelor's degree in psychology from the University of Wisconsin.

Where Is He Now?

Today, Birkhauser continues to operate AEGIS Tools in Madison, Wis., with his wife, Caryn. In his spare time, he enjoys golf, computers and travel, and he counts scientist Robert Goddard, famed physicist Stephen Hawking and McDonald's founder Ray Kroc.

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The Repair Revisionists

The repair industry has grown a great deal not only since it was invented, but over the last 10 years as many in the industry have worked to raise its awareness not only in the auto glass industry at large, but also among consumers. There are several industry participants to which much of this growth can be attributed.

The last ten years has not only seen this awareness grow, but also has seen the advent of a repair standard designed specifically for the industry, the growth of the National Windshield Repair Association and the advent of a new association dedicated to repairing and restoring all types of glass.

Allan Skidmore - TCG International, British Columbia

Allan Skidmore, co-executive chairman and chief executive officer (CEO) of TCG International (TCGI), is a long-time veteran of the auto glass business, who has seen and done just about every type of business in the automotive glass industry—from manufacturing to wholesale, retail, network operations and claims administration and distribution.



Skidmore is CEO of TCIGI's Automotive Group, which is known by the brand name Autostock International. It includes Autostock Distribution, the retail operations in the United States (Speedy Glass) and Canada (Apple Auto Glass), the well-known Novus Windshield Repair and Replacement, and an Airbag Service division that specializes in airbag diagnostics. It also includes Shat-R-Proof windshields and car-care products, a product development and manufacturing subsidiary that also offers paint removal services, and 1st Report Claims Services, a group of Canadian call centers.

Skidmore is known for marketing repair on a widespread basis and launching one of the first repair franchise models throughout North America.

Where Is He Now?

Skidmore anticipates the industry will see a rise in the Internet in the future.

"Online glass transactions will form a major part of the retail glass business," Skidmore says.

He also has some predictions about the insurance market.

"In addition, I see the cash segment of the business growing and taking a larger percentage of the industry working with the insurance companies," Skidmore says. "I'm also not saying the insurance industry will not continue to dominate the industry for an undetermined time, but the car owners will drive that change."

David Taylor and Cindy Rowe-Taylor Cindy Rowe Auto Glass, Harrisburg, Pa.

David Taylor, a past long-time president of the National Windshield Repair Association (NWRA) and former chief operating officer for Cindy Rowe Auto Glass in Harrisburg, Pa., and Cindy Rowe-Taylor, could be seen as the repair industry's First Couple. They not only have created one of the strongest regional brands in the nation, but also taught the industry that repair can make a truly viable—and successful—business.



Cindy Rowe-Taylor started the company in 1980 and began performing repairs out of her Chevrolet Vega. Taylor, who'd spent 24 years in the department store industry, joined the company in 1986—one year after the two wed. In 1987, the company purchased an existing auto glass replacement business in Harrisburg, Pa., and integrated it into the existing windshield repair business. The business had grown to 12 locations scattered throughout Pennsylvania and Maryland prior to its purchase in 2008 by Belron US.

Where Is He Now?

Taylor and Rowe-Taylor sold the business in late 2008 to Belron US and retired from the industry. The two spend a good deal of time traveling and taking bicycling tours, and in 2009 visited the Eastern Shore of Maryland, northern Michigan and South Africa.

In addition to traveling, Taylor has been working with their son, Matthew, with the marketing of his financial planning practice, while Rowe-Taylor continues to volunteer as a nurse.

Mike Boyle National Windshield Repair Association, Bend, Ore.

Mike Boyle, president of the National Windshield Repair Association (NWRA), first became known in the industry during the memorable



2004 repair industry challenge in Connecticut, during which the state's

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licensing board attempted to limit the area of a windshield that could be repaired—to one which was almost nonexistent. Boyle and many others flew to Connecticut to speak their piece, and soon the almost-ban became a thing of the past. But that incident provided to be what Boyle once called a “wake-up call” for the entire repair industry up, and, shortly after, Boyle, who’d joined repair system manufacturer GlasWeld in 2000, became vice president of the NWRA. Today he serves as president of the group.

Boyle has helped launch many programs in his work with the NWRA, including that of a “Green Initiative,” in which the association has provided materials to members helping them to promote the environmental friendliness of windshield repair. And, most recently, he helped found a new group, the Global Glass Conservation Alliance (GGCA), a not-for-profit organization dedicated to reducing the energy impact of glass upon the earth. The NWRA now acts as a council of the GGCA, which promotes the repair, restoration and recycling of all types of architectural and automotive glass.

Where Is He Now?

Boyle remains president of the NWRA and the GGCA, in addition to his work duties with Glass Mechanix. He counts Ronald Reagan, Gandhi and his wife among his heroes.

Know a Legend?

This is the first in a multi-part series featuring the industry’s legends. If you have a suggestion or nomination, please e-mail pstacey@glass.com.

The Independent Visionary

In most auto glass industry circles, if you mention the industry’s independent visionary, the person being referenced is clear. For that reason, Carl Jolliff of Jolliff Glass fits into a category all his own for the legacies he’s offered the auto glass industry over the years as an independent shop owner who put safety at the forefront of his business—and the industry at large.

Carl Jolliff - Jolliff Glass, Peoria, Ill.

Carl Jolliff of Jolliff Glass has often been called “the visionary of our industry” in numerous auto glass circles. He is known as the father of the Independent Glass Association (IGA), the Auto Glass Replacement Safety Standards (AGRSS) Council. The owner of an auto glass business in Peoria, Ill., Jolliff actually got his start with another industry notable, Joe Kellman, working for Globe Glass for 10 years as a sales representative from 1969 to 1979. In 1979, he started Jolliff Glass.



Jolliff founded the Illinois Glass Dealers Legislative Committee and they lobbied together to get an Illinois law enacted ensuring consumer choice of a glass shop, according to Jolliff. Soon after, he helped to organize a meeting in Des Moines, Iowa, of independent glass shop owners, which soon developed into the IGA.

“Originally, there were owners of 18 glass companies that met in Des Moines, Iowa, to discuss ways for us to stay in business,” Jolliff said during a 2002 interview with **AGRR** editor Penny Stacey for **AGRR**’s sister publication, **USGlass** magazine. “Soon the concept of the IGA was formed. I decided that if there was no one to lead the group and if I wanted to stay in business, it was something I should take on.”

Jolliff continued in his role of IGA president from 1994 to 1999. He continued to serve on the board as well until he retired in late 2004.

The formation of the AGRSS Council began with a similar meeting in November 1997.

“I had hired Performance Achievement Group to come in and train my entire company and after three days of training I realized the dire importance of the lack of an installation standard in our industry,” Jolliff said. “I called Ford Motor Co. and began dialogue, and then I convened a meeting in Detroit in November of ‘97. We had 18 people present from Ford, General Motors, Chrysler, adhesive manufacturers, LOF, PPG, Carlite and of course the automobile manufacturers. The following year, the February of ‘98, we convened a second meeting in Tampa.”

In 2002, Jolliff also was inducted into the Glass and Metal Hall of Fame™, and in November 2007, the AGRSS Council recognized Jolliff for his vision and dedication to the Standard.

Where Is He Now?

Jolliff, now 72, has retired, leaving his two sons to run the company that bears their name.

“They do a great job and have great associates, so I’m free to enjoy many other things,” says Jolliff.

He also is hopeful about the future of the AGRSS Standard.

“I wish to share my utmost gratitude, to the many dedicated men and women who have spent thousands of hours and dollars in the development of the heart beat, along with the many miles of arteries,” Jolliff says. “My hope is that they will remain committed and, at the appropriate time, pass the baton on.” ■



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AGRR also asked shops to break out parts and labor. When available, this is noted to the right. In some cases, shops were not willing to provide the breakdown—or would only include a portion of it—and this is noted accordingly. ■

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Boston, Mass.						
	Total Price	Glass Price	Labor	Urethane Kit	Glass % off NAGS	% off NAGS total
Shop #1	\$215.97	\$131.21	\$50	\$25	-30.0	-19.2
Shop #2	\$210.00	N/A	N/A	N/A	N/A	-21.5
Shop #3	\$225.00	\$125.00	\$100.00	N/A	-33.3	-15.9
Shop #4	\$220.00	N/A	N/A	N/A	N/A	-17.7
Average*	\$217.74	\$128.11	\$75.00	N/A	-31.7	-18.9
Median	\$217.99	N/A	N/A	N/A	N/A	-18.5
Charleston, S.C.						
	Total Price	Glass Price	Labor	Urethane Kit	Glass % off NAGS	% off NAGS total
Shop #1	\$180.06	\$155.06	\$25.00	N/A	-17.3	-32.7
Shop #2	\$202.59	\$117.59	\$85.00	N/A	-37.3	-24.3
Shop #3	\$187.00	N/A	N/A	N/A	N/A	-30.1
Shop #4	\$172.05	\$87.05	\$85.00	N/A	-53.6	-35.7
Average	\$185.43	\$119.90	\$65.00	N/A	-36.0	-30.7
Median	\$183.53	\$117.59	N/A	N/A	-37.3	-31.4
Cleveland, Ohio						
	Total Price	Glass Price	Labor	Urethane Kit	Glass % off NAGS	% off NAGS total
Shop #1	\$135.00	N/A	N/A	N/A	N/A	-49.5
Shop #2	\$159.00	\$94.00	\$65.00	N/A	-49.9	-40.5
Shop #3	\$159.57	\$118.09	\$20.00	\$10.00	-37.0	-40.3
Shop #4	\$160.00	\$105.00	\$55.00	N/A	-44.0	-40.2
Average	\$193.39	\$105.70	\$46.67	N/A	-43.6	-27.7
Median	\$159.29	\$105.00	\$55.00	N/A	-44.0	-40.4
San Diego, Calif.						
	Total Price	Glass Price	Labor	Urethane Kit	Glass % off NAGS	% off NAGS total
Shop #1	\$225.00	\$100.00	\$100.00	\$15.00	-46.7	-15.9
Shop #2	\$173.31	\$62.66	\$70.00	\$25.00	-66.6	-35.2
Shop #3	\$210.00	N/A	N/A	N/A	N/A	-21.5
Shop #4	\$179.00	\$99.42	\$60.00	\$10.00	-47.0	-33.1
Average	\$196.83	\$87.36	\$76.67	\$16.67	-53.4	-26.4
Median	\$194.50	\$99.42	\$70.00	\$15.00	-47.0	-27.3
Tacoma, Wash.						
	Total Price	Glass Price	Labor	Urethane Kit	Glass % off NAGS	% off NAGS total
Shop #1	\$165.00	\$90.00	\$60.00	\$15.00	-52.0	-38.3
Shop #2	\$185.00	\$95.00	\$90.00	N/A	-49.3	-30.8
Shop #3	\$241.88	\$133.80	\$65.00	\$22.50	-28.6	-9.6
Shop #4	\$185.00	\$130.00	\$55.00	N/A	-30.6	-30.8
Average	\$194.22	\$112.20	\$67.50	\$18.75	-40.1	-27.4
Median	\$185.00	\$112.50	\$62.50	N/A	-40.0	-30.8

** For columns with N/As included, only the data available was averaged.

	Total Price	Glass Price	Glass % Off NAGS*	% off NAGS Total
Nat'l Average	\$192.34	\$109.59	-41.5	-28.1
Nat'l Median	\$185.00	\$105.00	-44.0	-30.8

*of glass price – does not include labor

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Repair Round-Up

nwra reports

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NWRA on the Watch

By Mike Boyle

focus on REPAIR

SINCE ITS INCEPTION, THE National Windshield Repair Association (NWRA) has been at the forefront of watching out for industry regulations, changes and issues that might affect its members and the way they do business. And this year has been no different.

From the impending California auto glass regulations to the ongoing saga of Z26, the NWRA and its staff remain vigilant in protecting the interests of repair companies. Here's an update on some of our efforts.

Z26.1

It has been approximately two years since the Society of Automobile Engineers (SAE), a national automotive standards setting organization, began working on a new standard for automotive glazing through its SAE/ANSI Z26.1 Automotive Safety Glazing Committee. SAE's revised standard, as drafted, would effectively require all windshield repairs—or "modifications" as they may be referred to in the proposed standard—to be catalogued on the surface of the windshield and likely by some means of etching. This cataloguing could negatively affect repair professionals, creating a liability concern for any person or company that works on laminated glass, continuing to hide unscrupulous providers while adding time and cost to the repair process.

In late 2008, it had been confirmed

that SAE had adopted its revised Z26.1 standard and pushed it through to the American National Standards Institute (ANSI) for final approval, with the expectation that the standard would be published, as a revised ANSI Standard, in early 2009. NWRA mailed a

"From the impending California auto glass regulations to the ongoing saga of Z26.1, the NWRA and its staff remain vigilant in protecting the interests of repair companies."

vigorous letter-writing campaign to ANSI alerting the organization to the standard's deficiency in both content and process. So far, ANSI has not released the standard for public comment. It's a situation we continue to monitor daily.

The NWRA board of directors and support staff will continue to follow the progress of Z26.1 and will take every measure possible to secure the future of the windshield repair industry from any endeavor that may jeopardize the way members do business.

CARB

A little more than a year ago, the California Air Resources Board (CARB) had begun to investigate ways to make cars run more efficiently. It was part of the group's effort to comply with AB 32, an initiative designed to decrease the state's greenhouse gas initiatives. The board had originally focused on cars' paint, in hopes that reflective paint might reduce the heat entering the ve-

hicle. When they found that wouldn't work, they turned to the glass.

Though the final draft of the regulation has not yet been finalized, CARB was calling for reduced solar transmission through the glass in an effort to reduce the load on the vehicle's air conditioner. These regulations would affect any vehicles sold in the state, beginning in 2012.

The regulations specifically address the total solar transmittance (TST) required for the glass; CARB defines this figure as "the ratio of the transmitted solar flux to the incident solar flux, i.e., the ratio of the amount of solar energy that passes through the glazing (including energy absorbed and subsequently re-radiated to the interior) to the amount of solar energy falling on the glazing."

Although it appears the impending CARB regulations will have the greatest initial impact on manufacturers and replacement shops, the regulations may have implications for repair technicians; depending on how often vehicle manufacturers opt to utilize the energy-efficient glass option in lieu of an alternative performance option.

The Future

The NWRA will continue to monitor these and other regulatory measures that may impact the windshield repair industry. ■

Mike Boyle is the president of the NWRA. He also serves as president of Glass Mechanix in Bend, Ore. His opinions are solely his own and not necessarily those of this magazine.

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COMPANY NEWS

GlasWeld Hires Former Honda and GM Exec as General Manager

GLASWELD HAS APPOINTED Dennis Garbutt as its new general manager. Garbutt, who has experience with both Honda and General Motors, is responsible for managing the company's daily operations, organizational planning, and corporate strategic direction.



Dennis Garbutt

He holds a bachelor's degree in economics from Albion College. In light of a tough economy and consumers' developing desire for all things green, Garbutt says he joined the company at a particularly opportune time.

"I think the timing is really, really good in this economy," he says. "People are being more frugal—they'd rather repair than replace."

Garbutt also is a proponent of green—something GlasWeld management has long promoted.

"Certainly, environmentally, we're

on the right track," he adds. "... It's more economical to repair glass than to make glass, and I think we're going to carry that theme throughout all of our public messages, and certainly internally in the way we operate."

Garbutt says GlasWeld's scratch removal business also is continuing to grow, as manufacturers work to save money and be lean.

"We're marketing this to manufacturers," he says. "[If they discover a piece of scratched glass,] they can remove the scratch right there and then send [the glass] back into the system ... We sell to distributors also because no matter how well it's packaged, there's going to be some damage along the way."

"My goal here is to just build a really solid team that has a strong customer orientation," Garbutt adds. "I really want the customer to come first ... I want us to be able to deliver products and processes that help [customers] do their jobs better."

Garbutt says his automotive industry experience helped him develop a

unique outlook, which he has now brought to GlasWeld.

"When I worked for GM, they were masters of marketing what they had on the shelf, and at American Honda, they were masters of listening to consumers and building to a need, and that's what we're going to try to do here at GlasWeld—listen to the market and build to a need," he says.

ASSOCIATION NEWS

GGCA Officially Launches; Now Accepting Members

The board of directors of the newly created Global Glass Conservation Alliance (GGCA) has announced that it is now accepting memberships. The GGCA is a not-for-profit organization dedicated to reducing the energy impact of glass upon the earth. The GGCA promotes float glass repair, and recycling of all types of float (auto and flat) glass.

The organization previously, of which the National Windshield Repair Association (NWRA) is a part, has expanded its focus to bring awareness to the public about the benefits of glass repair, restoration, reuse and recycling, and will now act as a council of the GGCA. The Alliance's goal is to reduce the amount of float glass that is thrown out each year and to espouse the benefits of being an environmentally conscious glass consumer.

"The NWRA will continue to be a council in the newly expanded organization dedicated to repair first as the best viable option for windshields, but are proud to be involved with the GGCA, which will encompass the larger goal of reducing glass in the landfills," says NWRA/GGCA president Mike Boyle.

► www.glassconservation.org

PRODUCT NEWS

Delta Kits Offers Headlight Restoration System

Delta Kits Inc. offers a headlight restoration system designed to restore headlights to their original clarity, not only improving the vehicle's appearance but also the headlights' ability to project light properly.

Delta says this also is a green alternative add-on service for businesses, as it prevents the unnecessary disposal of discolored headlights currently going into landfills. The company notes that the restoration process is also a simple and fast one. It's also a service that can be marketed current customers already seeking glass work.

► www.deltakits.com



FOCUS ON REPAIR

industry insiders
people in the news

KUDOS

Glass Doctor Honors Employees

Waco, Texas-based Glass Doctor recognized several employees and franchisees during its annual reunion conference held at Caesar's Palace in Las Vegas last summer.

The Glass Doctor of Charlotte, N.C., owned by **Ed Sieber**, was named the Franchisee of the Year. Sieber purchased the franchise from his father and brother in 2002.

David Kozlowski of the Glass Doctor of the New Berlin, Wis., franchise was honored with the 2008 Rookie of the Year award.

Brad Roberson of the Brookhaven/Jackson, Miss., franchise received the president's award, which is given at the



From left to right: Glass Doctor president Mark Dawson, William Sieber, Ed Sieber, and the Dwyer Group chairperson and CEO Dina Dwyer-Owens.

president's discretion. Roberson also received the Top Gun designation, which is given to the top 10 percent of franchisees.

The company honored **Mike Evans** of the Bozeman, Mont., franchise with the Recruiter of the Year award for attracting quality people to the franchise.

Three franchise owners received the

Excellence in Leadership award: **Ron and Jane Maxey** of Valparaiso, Ind.; **Larry Patterson** of Carrollton, Texas; and **Gene Porter** of Clovis, N.M.

Bill Dawson of the Columbia, Tenn., franchise and **Matt Kelly** of the Cleveland location were recognized with Excellence in Mentoring awards. The awards are given to franchise owners who are role models to other franchisees.

The company presented Personal Achievement awards to **Tim and Wendy Born** of Rome, Ga.; **Rod Hunter** of Joplin, Mo.; Calvin and **Sonya Kahl** of Gainesville, Texas; **Dave Kozlowski** of New Berlin, Wis.; **Mike Nogosek** of Minot, N.D.; **Dan Osborne** and **Sam Shalhoub** of Tabernash, Colo.; **David and Sylvia Porter** of Lawton, Okla.; **Wayne Robinson** of Amarillo, Texas; and **Vern Steiner** of Millersburg, Ohio.

DEATHS

Auto Glass Entrepreneur Joe Kellman of Globe Glass Passes Away

Legendary auto glass entrepreneur **Joe Kellman** passed away on January 7 on his 90th birthday.



Joe Kellman

Kellman got his start in the glass industry at the age of 14 when he worked at his father's small glass shop, Globe Glass. When his father died, his brother Maury took over the manufacturing division of the business and Kellman was given two small retail glass shops. The two shops grew into what was at one time was the country's largest privately owned auto glass chain.

The company also created what many say was the first nationwide auto glass network, the Chicago-based Globe Glass/U.S. Glass Network. Globe Glass merged with Windshields America in 1996, creating Vistar, which merged with Safelite in 1997.

Kellman and his wife, Lou Anne, had retired to San Diego many years ago.

In addition to his work in the auto

glass industry, Kellman was known for his charitable work. He founded the Chicago-based Better Boys Foundation, a non-profit organization designed to help inner-city children in the west side community of North Lawndale where he grew up, in 1961 with his longtime friend and entertainer Buddy Hackett. In 1988, Kellman founded the Corporate Community School of America (now known as the Kellman Corporate Community School), also for the North Lawndale community. Just two years ago, the Joe Kellman Family Foundation helped to build a new community center, the Kellman Community Center, in North Lawndale, to further the work of the Better Boys Foundation.

Kellman is survived by his wife, Lou Anne; two sons, Jack and Richard; two stepsons, Bill and Bruce Suggs; nine grandchildren; and five great-grandchildren.

"I just remember him as being this incredibly creative, dynamic generous but tough-minded—take-no-prisoners—kind of a guy—just an amazing, person," recalls Lyle Hill, president of Chicago-based

MTH Industries. "[He had] an amazing, brilliant mind."

Hill began working for Kellman in 1970, after he'd graduated college, and later led an employee acquisition of the MTH division of Globe Glass and Mirror from him in 1998.

"He was just the most visionary person I've ever known," says Hill. "Everything about the auto glass network as it's known today—he was at the forefront of that."

David Rohlfing, president of Glass America, worked with Kellman in the latter half of 1995 during the merger negotiations of U.S. Auto Glass/Globe Glass & Mirror and Windshields America and subsequent formation of Vistar and also remembers Kellman as a tough competitor, along with other great qualities.

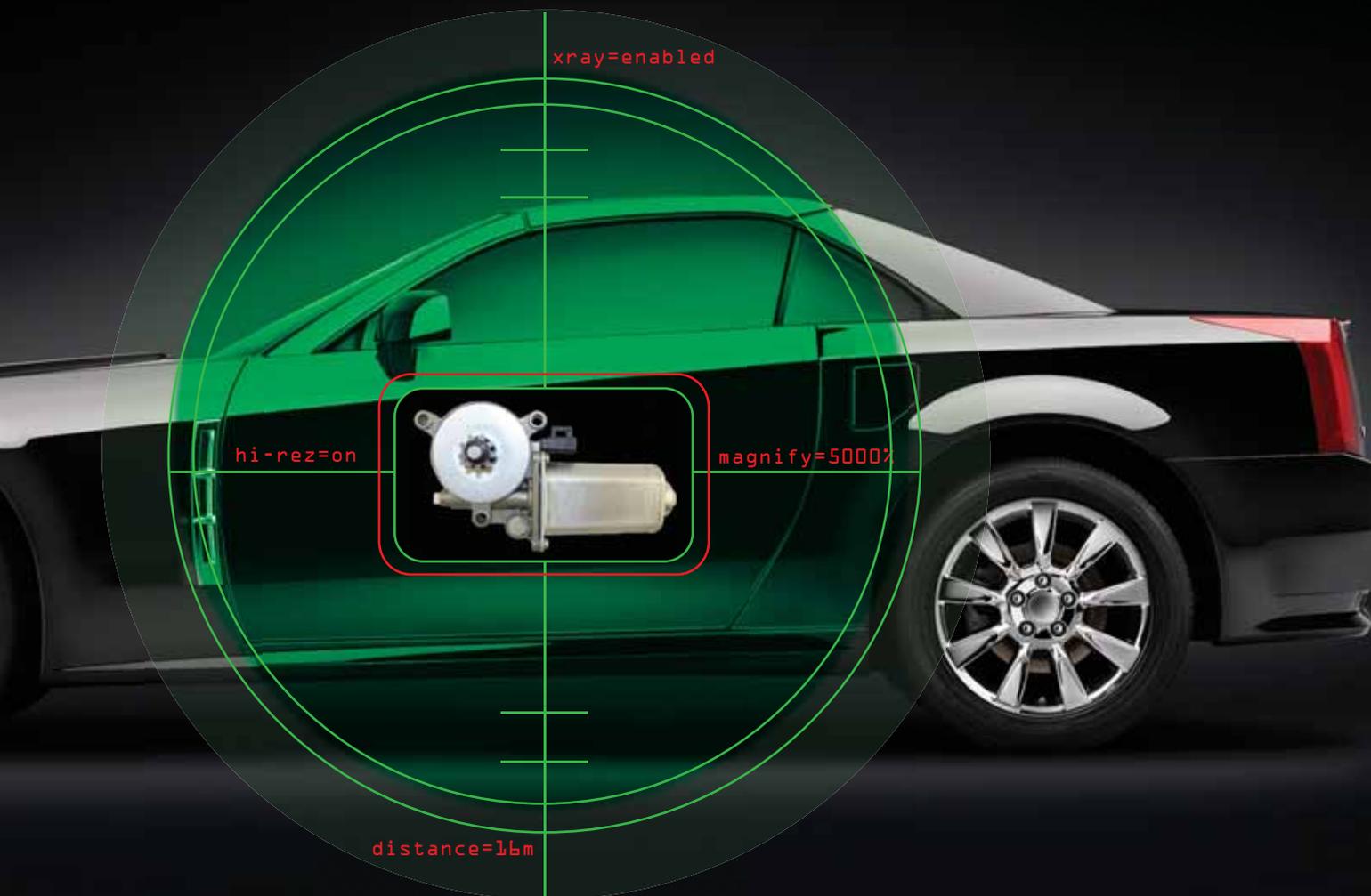
"Mr. Kellman was a good teacher and a great person to work with," says Rohlfing. "I learned a lot from him and will always remember his legacy to the industry."

Belron US president Tom Feeney remembers Kellman fondly as well.

"Though we are sad to hear of his passing, he lived a great life," says Feeney. ■

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HANDLING SYSTEMS

Wood's Powr-Grip® Releases Powr-Press Vacuum Hold-Down

The new Powr-Press from Wood's Powr-Grip is designed to provide a fully adjustable, hands-free tool with strong hold-down action for automotive side mouldings, glue-on windshield mouldings and body emblems. The Powr-Press acts as a third hand and assists technicians by keeping parts in place without having to hold them in place manually or to apply masking tape while adhesive is drying.

Within the system, a stainless steel bracket is fastened to the top of the vacuum cup with the aid of an adjustment knob, which enables the bracket to slide or swivel as necessary to hold a part in position. Each end of the bracket is equipped with a 3-inch threaded screw with an adjustment knob on top and a swiveling pressure foot on the bottom. Once the vacuum cup has been secured to the surface, the bracket can be swung into its holding position. The adjustment screws then are turned to apply the desired amount of pressure.

► www.powrgrip.com

silient, durable coating, designed to reduce the risk of scratches and paint damage while cutting out windshields with exposed pinchwelds. Because the coated shank is narrow, the blade can maneuver easily around tight radius corners without damaging paint, according to the company.

► www.ultrawiztools.com

WINDSHIELD REPAIR SYSTEMS

Glass Mechanix Unveils Daytona System

Glass Mechanix recently launched an all-new windshield repair system called



the Daytona auto glass repair system. It includes a newly designed bridge, which offers precision and adjustability, and two-stage resin injector technology.

► www.glassmechanix.com

Ultra Bond Kit Now Includes New Tools and Technology

The New Ultra Bond Crack Master Kit includes 17 proprietary chemicals and processes, and six custom-made windshield repair tools designed to repair stone-breaks and



long cracks, including the new Hybrid Crack Repair Resin designed to repair cracks 12 to 14 inches long.

► www.ultrabond.com

SOFTWARE

Take GlassMate on the Road

Mitchell International has released an updated version of its GlassMate software and has also created a mobile version of the software, GlassMate Mobile.

GlassMate 6 allows its users instant access to NAGS part numbers and pricing, along with the ability to prepare quotes, convert quotes to work orders, and invoice customers and vendors. GlassMate Mobile also allows customers to look up parts and pricing information on the go, access scheduled work orders, and view work order details such as vehicle location, and parts information right from their smart phones.

The GlassMate Mobile software can be integrated with GlassMate 6 as well, so that all work order schedules created in GlassMate 6 are automatically synced with the mobile system.

► <http://glass.mitchell.com>





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- | | |
|--|--|
| 1 <input type="checkbox"/> Retailer/dealer of auto glass &/or related products (repair &/or replacement). | 4 <input type="checkbox"/> Manufacturer/fabricator of AGR glass &/or related products. (repair &/or replacement) |
| 2 <input type="checkbox"/> Distributor/wholesaler of auto glass &/or related products (repair &/or replacement). | 5 <input type="checkbox"/> Manufacturer/fabricator of both OE & AGR glass &/or related products. |
| 3 <input type="checkbox"/> Manufacturer/fabricator of OE auto glass &/or related products. | 6 <input type="checkbox"/> Other AGR-related companies such as auto body, collision repair, fleet management or insurance companies. |
| 7 <input type="checkbox"/> Others allied to the field (please specify): _____ | |

2. Please check the ONE below that best describes your title and function:

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- B Repair technicians/Auto glass installer
- C Technical engineers
- D Claims adjuster, agent or other insurance official
- E Others allied to the field (please specify): _____

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Avocations

life beyond the auto glass business

Fifty (5Ks) by 55

Bob Rosenfield, President, JN Phillips Auto Glass

JN PHILLIPS AUTO GLASS president Bob Rosenfield has always been active, but five years ago he moved it into high gear when one of his daughters began running cross country and issued him a challenge: to run a 5K with her before her official school season began.

"I thought, why not?" recalls Rosenfield, who is based in suburban Boston.

Since that race in 2005, Rosenfield has become an avid runner, and now is seeking to achieve an unusual challenge: to run a 5K race in every state by the age of 55.

"I started about a year and a half ago and my goal was to do it before I turned 55. 'Fifty fives by fifty-five—it sort of had a ring to it," he says.

Rosenfield has already done ten of these, and, at press time, had two years left to meet his goal.

"I've done five of the New England states—Maine, Massachusetts, New Hampshire, Rhode Island, Connecticut and also New York," he says.

In addition, just since last May, when he embarked on this challenge, Rosenfield has run races in Charleston, S.C., Wilmington, N.C., Chicago and



previously in Santa Barbara, Calif.

On Rosenfield's most recent races, he was joined by some other industry representatives; Glasspro president Paul Heinauer completed the Charleston Reindeer

FAST FACTS

Name: Bob Rosenfield

Day Job: President, JN Phillips Auto Glass

Location: Boston

Alter Ego: Runner



At left: Rosenfield, 55, runs approximately 12 miles a week. Here, he's seen training in Central Park in New York. **Above:** Rosenfield, right, met up with Glasspro president Paul Heinauer (left) in Charleston for the Reindeer Run on December 5.

Run with him on December 5, and Dave Johnson of Interstate Glass ran the Battleship 5K with him on November 1.

To train, Rosenfield runs approximately every other day, for a total of about 12 miles a week. He documents his races on a blog, www.50fives.com, and also uses the site to correspond with other runners who might offer race suggestions.

"If anyone wants to go to my blog and post a race idea, that would be welcome," he says.

And, for those that wish to hit the trails like Rosenfield has done, he encourages them to pick up a copy of *Runner's World* and follow their simple steps for training for a 5K.

Rosenfield and his wife, Marjorie, have three daughters, ages 19, 17 and 13. ■

Education through Athletics

Though JN Phillips Auto Glass president Bob Rosenfield enjoys running, he also has another goal in mind with his recent adventure of running 50 5Ks before the age of 55.

"I am running across the country for a purpose—developing programs for math and science education of young people in the United States," he says.

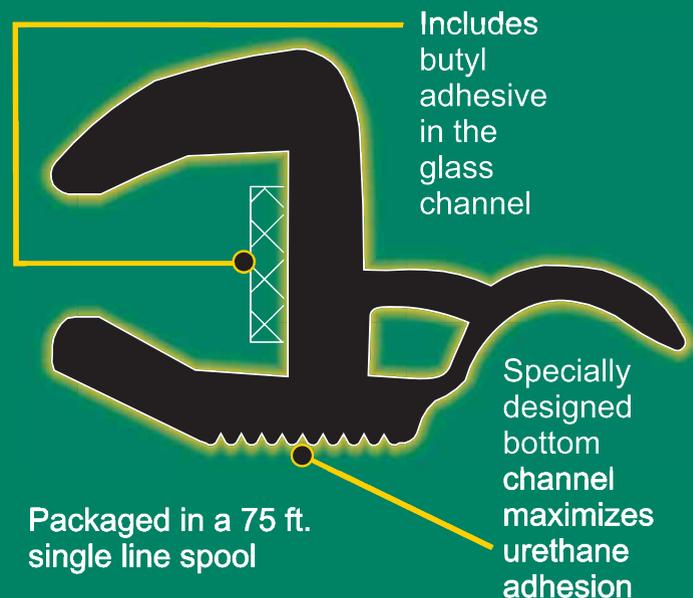
During the year 2010, he hopes to launch a non-profit organization focused on engaging elementary-age students in math and science learning through sports related curriculum and mentorship. He hopes to raise awareness for the group, the 3 point14 foundation (which has a website at <http://www.3point14.org>), through this effort.

"You know the physics behind dribbling a basketball, for example—it's probably something a kid can relate to," says Rosenfield. "So our goal would be to send a college basketball player into an elementary school with workbook pages and show them basketball dribbling and go over the pages with them, and then go back in two weeks to follow up on it."



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N.Y. Insurance Dept. **Fines** Agents for Accepting Gifts from Glass Companies

THE N.Y. DEPARTMENT OF Insurance fined 43 insurance agents in October for accepting gifts from auto glass shops in exchange for steering work to them.

The fines totaled \$42,650. The kickbacks came in the form of gift cards for department stores and grocery stores, ranging in value from \$35 to \$60. The department notes that some of the payments added up to more than \$1,000 in value.

The two auto glass shops identified by the state as providing the gifts were Bison Glass in Buffalo, N.Y., and Pat's Glass Inc. in Wyoming County, N.Y. According to Warren Lester of the Consumer Services Bureau, the investigation began when Bison Glass representatives contacted the Insurance Department and advised they were discontinuing the practice as it had become too expensive. Likewise, Pat's Glass provided information to the state after it went out of business.

Neither of the shops was charged. (Though it is illegal in New York for agents to accept such payments, it's not illegal for auto glass shops to provide incentives, according to the New York Department of Insurance.)

Shortly after the fines were announced, Rick Galluzzi, owner of Bison Glass, took the time to talk to **AGRR** magazine/glassBYTES.com™ about his experience. Galluzzi says he got into the auto glass business in 1988—when profits were high and networks were just starting to form. Agents were his main source of business, and Galluzzi says he soon realized that providing agents with gifts in exchange for work was a common practice in his area.

"We found out that it was movie passes, free lunch, golf outings, a free windshield now and then," Galluzzi

"We weren't the ones who started [giving kickbacks], but we did it, because if we didn't, my phones wouldn't ring."

—Rick Galluzzi, Bison Glass

says. "And then from that it went to gift certificates to the mall, the local grocery store or clothing store, and then cash."

And these weren't in small amounts.

"It varied from \$20 to \$25 and it went up to \$45, and then \$65, and then at one time it peaked at \$100 and \$120," he recalls. "This went on for years."

Though Galluzzi says he didn't like the practice, he felt it was what he had to do to get work.

"We did it just like everyone else did it," he says. "We weren't the ones who started [giving kickbacks], but we did it, because if we didn't, my phones wouldn't ring."

Galluzzi says when the gifts were provided, the referrals came rolling in.

"The agents would recommend us because they knew we would be right there with the kickbacks," says Galluzzi.

However, with the advent of the networks in the 1990s, profits started to shrink, and providing such rewards started to prove difficult, Galluzzi says.

"Our profit went to absolutely nothing to [install] a windshield," he says. "It got to a point where there was no money to give anyone anything."

Soon after, in 2004, Galluzzi says he made the difficult choice to cease the practice.

"I got to a point when I said, 'I shouldn't have to buy my business,'" he recalls. "We've always done the job right the first time ... I never liked it when we did it, but believe me, if we didn't, we didn't get business."

As soon as the company stopped the

practice, Galluzzi says he saw an 85 percent drop in business—overnight.

"I couldn't believe that I'd been doing business with these people for a lot of years, and they'd just cut me off at the knees," he says.

And the agents didn't stop expecting the rewards either, Galluzzi says.

"I even had a recording of an agent saying to my [CSR], 'So and so is giving me \$45, what are you going to give me?'" he says.

That's when Galluzzi decided to go public with his story, in an attempt to cease the practice. He went straight to the state's Insurance Department, which deems it legal for auto glass shops to provide gifts, but illegal for insurance agents to take them in exchange for work. But the investigation was not a short one.

"It took the State of New York three years to finalize it and set the fines and fine the agents," he says.

Today, he's still in business, and even has added several additional branches; Galluzzi purchased a flat glass business in 2000, along with a racetrack.

"I saw the writing on the wall and I had to do other things," Galluzzi says. "I knew I could never survive the auto glass business the way it was going."

Still, he hopes his efforts in reporting the practice, though not popular with agents, may help the industry and other shop owners like him.

"A lot of the glass companies are thanking me for doing this, and a lot of the glass companies hate me for doing

this—but those are the ones that were the busiest ones,” he says.

And, though auto glass is a small portion of his income these days, Galuzzi notes that he’s determined to press on.

“I wasn’t going to let them put me out,” he says. “I’m still in business and I’m working every day and I don’t give kickbacks to anyone.”

But will this change anything? Galuzzi isn’t so sure.

“Some of the agents were fined \$250, and some were fined \$5,000—you can bet the agent fined \$5,000 will never take another kickback,” he says. “The guy who was fined \$250—he [may have] made \$50,000 in kickbacks last year, so that \$250 [fine] meant nothing to him.”

BRIEFLY ...

HSG and Esurance have announced a new program titled “Save a Windshield, Plant a Tree.” As part of this program, HSG will be planting one tree for every Esurance auto glass insurance claim resulting in a windshield repair instead of a replacement. HSG also has introduced online auto glass claims reporting for Esurance customers.

Conn. Supreme Court Rules in Favor of Glass Shops

The Connecticut Supreme Court recently ruled in favor of two auto glass businesses, Auto Glass Express Inc. and Ed Steben Glass Co. Inc., in a case filed against Hanover Insurance Co. The court ruled that, when the plaintiffs were sent pricing letters by Safelite Glass Corp., Hanover’s third-party glass claims administrator, unilateral contracts were not agreed upon—and no agreement to submit to this pricing structure was made on the part of the glass shops.

The ruling, which was part of an appeal by the plaintiffs, overturns a prior decision by a Connecticut trial court on the same issue.

In the original case, the plaintiffs presented letters sent by Safelite periodically, during the years 2000 through 2003, informing the shops of Hanover’s “pricing standards” for auto glass work. The letters noted they were sent “in order to ‘facilitate timely payment of invoices and avoid misunderstandings,’” according to the court’s decision, released in August.

The letters also noted that “bills that are accurate and are not more than this pricing structure will be paid promptly as submitted.”

Hanover argued in the case that, by doing the work after reading the letters, shops were agreeing to the pricing structure presented. The Connecticut Supreme Court ruled, however, that “[plaintiffs’]

performance of glass repairs did not constitute acceptance of the terms of the pricing letters.”

“We agree with the trial court’s finding that the pricing letters conveyed to the plaintiffs offers that invited acceptance through performance,” writes the court. “We disagree, however, that the performance of glass repairs, without more, constituted acceptance of the terms set forth in the pricing letters.”

The court noted that in the area of unilateral contracts, “whether a contractual commitment has been undertaken is ultimately a question of the intention of the parties.”

In order to determine the intent of the parties involved, the court looked to the pricing letters sent by Safelite on behalf of Hanover.

“According to the plain language of the pricing letters, the only exchange proposed by defendant is its promise to pay bills timely in exchange for the submission of bills that do not exceed its proposed pricing structure,” writes the court.

The opinion continued, “Moreover, nothing in the language of the pricing letters, either expressly or implied, suggests that the mere performance of glass repairs on automobiles insured by the defendant was sufficient to bind the plaintiffs to the defendant’s prices. The pricing letters also do not indicate how the defendant in-

tended to address invoices that did not conform to its pricing standards ... Thus, we agree with the Appellate Court’s observation that “[t]he [pricing] letters, therefore, do not evidence an intention on the part of the defendant not to pay a greater amount, but rather an intention not to pay a greater amount ‘promptly.’”

The court also says that “in order for unilateral contracts to have been formed, the plaintiffs would have been required to accept the prices stated in those letters by submitting invoices that conformed to those prices.”

In the original case, the plaintiffs also claimed that the defendant was breaching the terms of its insurance policies, the proceeds of which they allege were assigned to the them by the insureds, “by refusing to pay the amounts stated in the plaintiffs’ invoices.”

This claim was remanded by the Connecticut Supreme Court to the trial court for further investigation and review. The trial court also is to decide “whether the plaintiffs’ invoices were reasonable in the marketplace.”

The glass shops were represented by **AGRR** columnist Chuck Lloyd of Livgard and Lloyd, and the Richard Preston of the Law Offices of Richard Preston. Charlene M. Russo of Charlene Russo Law Office served as counsel for Hanover Insurance. ■

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Top 10 in 10

The greatest invention of all-time is often debated, but a clear answer often is difficult to come by. The general debate often centers around computers, light-bulbs, cars, telephones and more, encompassing all the inventions that have changed the world. If you change your field of vision to encompass the world of auto glass, though, the answer might be very different.

The **AGRR** staff, with our readers' assistance, has compiled the list of the Top Ten technological innovations of the last ten years that have affected the AGRR business.

(Editor's Note: The list is not ranked in order of importance. Please e-mail your votes for what ranks at the top to pstacey@glass.com.)

The Top Ten Technological Innovations in the AGRR Business in the Last Ten Years

Going Plastic

10

A call for both safety and security from consumers has brought to the forefront another innovation—an increase in both plastic and laminated sidelites. Though **AGRR** magazine began covering this phenomenon in the earlier part of the decade (*see the January/February 2001 issue of AGRR, page 24*), in the last couple of years the use of plastic and laminated sidelites has grown exponentially.



This has also created some positives for the auto glass replacement industry.

"[Laminated glass] has a lot less cleanup," says Pete Dishart of Pittsburgh Glass Works. "It doesn't break into little pieces. That's one good thing. They basically install the same as before."

Solo Time

10

Once upon a time, it was nearly impossible for one man to do some installations by himself, but in recent years, several industry tool suppliers have helped to make this dream a reality. No longer do technicians have to



twist and contort and struggle to hold on to their tools for installation. What really was a two-man job has become a one-man job with the help of such tools. The risk of injury also has significantly declined since these types of tools became available and affordable to glass shops.

Calling All Readers

What other innovations have you seen over the last 10 years? Please e-mail pstacey@glass.com.

GPS Units: Oh the Places You'll Go!

10

Global positioning system (GPS) units have taken the mobile auto glass world by storm. Providing faster transit times for mobile auto glass repair trucks improves not only the customer service, but also the productivity of technicians. Gone are the days of getting lost trying to find the location of a job or wandering for hours trying to locate a windshield repair. By simplifying the whole process GPS units have managed to make the job of an auto glass repair technician easier and more productive.



"I needed to find my way from Point A to Point B," says Safelite technician Michael Preston regarding his reasoning for beginning to use a GPS system. "I use it to get from one job to the next. I've even used it to find restaurants while on the road at lunchtime."

In addition, business owners have found a new world with GPS units as well, as they've gained the ability to track their employees while on the job.

The Almighty Power Tool

10

Power tools have become the cornerstone of the auto glass replacement industry. The tools have improved significantly in recent years and one large focus has been on ergonomic tools (those that reduce the stress on technicians' bodies and allow them to work in a more comfortable and efficient manner). The speed and efficiency of the removal tools also has increased.



One type of tool, of course, are the mighty power removal tools.

"It makes removing even the toughest encapsulated windshields a breeze," says Robbie Price of Glass America. "With proper use you can remove most windshields with little or no damage to the pinchweld or to the glass."

One California auto glass technician notes that the breadth of tools available also has grown.

"It seems like now we have a sub-industry that supplies auto glass installers with tools; specialty tools that we didn't have a choice of before. Before, it was the MAC or the CRL. If they didn't have it, you were out of luck or you had to create your own," says Mario Saenz with Sacramento/Stockton Auto Glass in Stockton, Calif. "Power extraction tools and power caulking guns have made a tremendous difference."

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The Internet

10

Of course, what would a top-ten technological innovations list be without stating the obvious? The innovations in software over the last ten years have truly changed the way a shop operates. Technicians and shop owners now not only have access to many options in innovative point-of-sale and operating software systems, but many of these can be accessed from the road—both via the Internet and by smart phones in some cases.



Today, software can produce fast and simple quotes, print invoices, offer scheduling, easy access to NAGS pricing and more.

Tweet, Tweet!

10

If you asked someone ten years ago if they "tweeted," they probably would have given you a strange look. But today, this is a common term not only in society at large but also in the world of marketing. Social media sites such as Twitter™ and Facebook have blown traditional marketing techniques out of the water and Internet search engines have demolished the old yellow pages marketing techniques.



"The more active you are on a couple profiles, the better off you'll be," says Internet expert Scott Orth of Scott Orth Inc.

Alan Geiger, owner of Glass Aid in Oklahoma City, is just one business owner who's begun "tweeting."

"I originally set it up so that I could use my cell phone out in the field to tell people that I have an opening," says Geiger. "We're now seeing opportunities to be able to market through Twitter."

Many glass shops today also have become more concerned about upping their prevalence in a search engine or joining online quoting and referral services than they are about appearing in the traditional yellow pages. Wherever you appear, though, in the last ten years one thing has become clear when it comes to the Internet.

"[Today] customers expect a website," says Orth.

10 in 10 continued

Call on Line One **10**

There was a time when auto glass technicians left the shop in the morning with their jobs for the day and might not have heard from their co-workers all day. But today such is not the case. Cell phones have revolutionized the way techs do business, and the more recent advent of smart phones has taken this even a step further.

Phones capable of e-mail access, processing credit cards and reviewing Excel™ documents have changed the way mobile glass technicians are able to do business. These smart phones make a day in the life of a tech simpler—and probably much more complicated, too—than times of yore.

Some of these smart phones are even capable of printing receipts, updating schedule changes, and capturing signatures, features that save the technician and the customer the time and trouble of doing these things at a shop location.



Photo courtesy of Apple.

The Evolution of Repair **10**

Since repair was invented, the industry has undergone many innovations and advancements. This year has seen the use of high-intensity ultraviolet lights for curing, several dry-vacuum systems and more.

In addition, repair technicians are changing—and many have found new ways to diversify into new areas, such as scratch removal, headlight restoration and more, and almost all repair manufacturing suppliers.



Innovations in Glass **10**

It's common knowledge that glass isn't just glass, and that has become even more of an issue in the last decade, as the glass manufacturers have brought a range of new products to the forefront—glass with new solar control properties, acoustic glass and more.

Some of the top innovations include improved solar control properties through different glass chemistry, PVB additives and solar reflective coatings.

Nowhere is this more evident than in California, where the state's Air Resources Board (CARB) have taken the car—and especially glass—manufacturers to task, demanding more energy-efficient vehicles be sold in the state. Though the recent regulations were originally deemed the "Cool Paint" regulations, when the Board realized that the paint industry wasn't quite ready for what was proposed—heat-reflective paints—they turned to the advancements of the glass industry, with an aim of making cars' AC units run more efficiently. Though the legislation is not yet finalized (at press time the Board was nearing the end stages of the process), the Board's focus on glass shows just how innovative the auto glass industry has become.



Adhesives Come of Age **10**

Though some of the greatest changes to adhesives came prior to this decade—as the industry transitioned to urethane systems, this decade has seen its share of advancements as well.

"Adhesives [have gone] from being very expensive in some aspects to get high performance and using complicated systems to becoming extremely simplified," says Dale Malcolm, technical services manager for Dow Automotive.

And the simplification of adhesive systems and the introduction of shorter drive-away times also has changed the face of replacement for the better, according to Malcolm.

"There are more and more one hour drive-away time adhesives for extreme cold temperatures and simplified priming systems and adhesives are not requiring specialized equipment to be able to use them," he says.



Acoustic glass has made a large impact in recent years on the auto glass industry as well. The reduction in wind and road noise by this innovation in glass has improved the cabin comfort and traveling experience of passengers and drivers—but also has added a new step for technicians in some cases, determining with what type of glass a vehicle is equipped (see related story in the November/December 2009 issue of *AGRR*, page 37).

The Next Ten

As we wrap up the first decade of the century, *AGRR* magazine is looking ahead to the future. What technological changes do you expect to see in the next ten years? What types of innovations would make your job easier? Please e-mail pstacey@glass.com. ■