

BRAKE EXECUTIVE

— INSIGHTS FROM TOP INDUSTRY LEADERS



ISSUE 01 • SUMMER 2020

The BRAKE Report™

From the Editor

Defining leadership defies a short, simple set of words in the dictionary. The term means different things to different people. The ability to see things others do not; to anticipate what might happen next or down the road; holding strong during times of crisis or uncertainty; resolve to follow a path on which one believes; not panicking when others crumble and instilling confidence and respect in those around you are all qualities exhibited by strong, solid leaders.

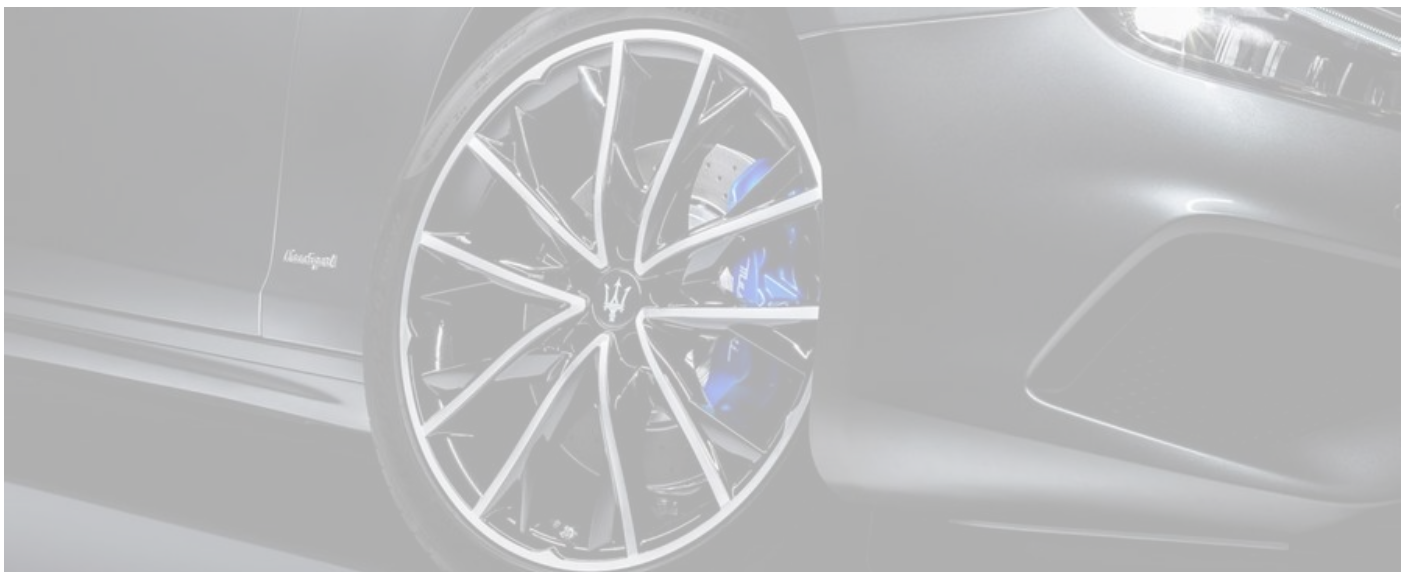
Men and women who run and build successful companies and institutions exemplify effective leaders.

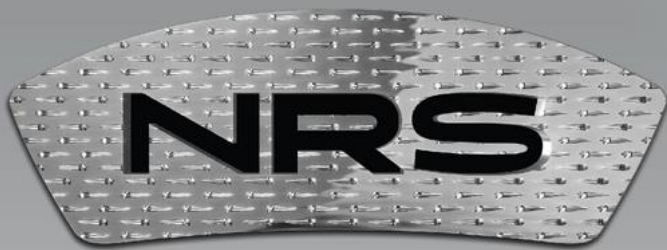
For the past several years The BRAKE Report has provided leaders of the braking and related industries with an opportunity to discuss key factors in their achievements. The following volume provides a look at several of these leaders. We hope you come away with a sense of what makes them so successful.

Mike Geylin

Senior Editor

mgeylin@thebrakereport.com





GALVANIZED BRAKE PADS

WORLD'S Longest Lasting Brake Pads

**FULLY GALVANIZED
STEEL BACKING PLATES**
(STEEL WILL NOT DETERIORATE BEFORE
THE FRICTION WEARS OUT)

**NU-LOK
ANTI MIGRATION
TABS**



**SHARK TEETH
INSIDE**

**NOISE CANCELLING
PISTON INSERT**



www.nrsbrakes.com

- Eliminate recalls due to brake pad separation
- Guaranteed to last up to twice as long as other replacement brake pads
- Guaranteed to be noise free
- 100% of brake pad content manufactured in America and Canada
- Reduce down time between brake jobs

Make more money with brakes again. Add NRS Brakes to your existing brake replacement program.

Learn more at www.NRSBRAKES.com

TABLE OF CONTENTS

- 1** **STEFAN GREIMEL**
Tribotecc, GmbH
- 6** **WHAT'S YOUR
STORY?**
- 9** **LARRY PAVEY**
Federated Auto Parts
- 14** **ANOTHER ONE
BITES THE DUST**
- 18** **TERESA HOLDEN**
Qualitor
- 23** **JON MORRISON**
WABCO
- 29** **DAVID OVERBEEKE**
Brake Parts Inc



STEFAN GREIMEL

**Managing Director and CEO
Tribotecc GmbH**

Based in Arnoldstein, Austria, Tribotecc is a global market and technology leader of high-performance metal sulfide solutions for the friction industry. As functional additives, they are used in brake pads and clutch facings as well as in lubricants, polymers, powder metallurgy, abrasives, batteries and within a variety of other fields.

Tribotecc has gained world leadership in technology and innovation. The company develops, manufactures and distributes both synthetic and natural metal sulfides using a unique, patented synthetic manufacturing process.

How would you describe your work/leadership style and why has it worked so well for you?

Open-minded, committed, collaborative, accessible, but also persistent about performance. In practice that means, decent in tone, but hard in facts. While this can be challenging for some people at times this always worked well for me because people eventually recognize commitment and dedication and honor frank and straight-forward communication.

What do you see as your biggest challenge right now?

Certainly to maintain our highest quality standards in every aspect of our business and best-in-class service for our customers. At the same time, we must address our right positioning in the competition, where we continuously must highlight our outstanding value proposition.

Where do you look for inspiration?

I am open and curious, on a daily basis. Traveling, reading of all sorts of books and magazines gives a large amount of inspiration – but in particular by driving diversity, talking with people with different perspectives, from same and other industries, e.g. from the high-tech electronics industry where I am coming from, different countries and cultures.

How do you see the industry evolving over the next 5-10 years and do you have any bold predictions for us?

The industry is changing at a pace we probably have not seen before, where several major trends kick in at the same time. Even the greatest experts have difficulties to make predictions and therefore I will also be careful with speculative statements.

However, what is obvious to us is that electronic vehicles and autonomously driving cars will still depend on conventional friction brakes over the next decade: The friction brake will remain the emergency brake system, electronic stability programs will activate conventional friction brakes in order to reduce the loss of steering control. But we are attentive – and stay hungry, to see what's behind the next curve.

What is the major challenge(s) facing Tribotecnica now, in the near term and the long term?

We definitely see some technological challenges and how to address fundamental changes together with our customers, from near to long term i.e. in particular

- The goal of less frictional wear (pad, disc) and release into the environment will have an impact on the formulation type and substances used in the friction brake.



**SELECTING THE RIGHT
PEOPLE & TALENTS IS THE
MOST CHALLENGING AND
REWARDING TASK A
MANAGER HAS TO TAKE
CARE OF.**

STEFAN GREIMEL

- REACH: We continue to be very attentive and provide our customers certainty when it comes to regulatory compliance.
- Copper substitution in disc brake pads (0%) requires continuous development and approval of new friction material formulations.
- Tackle solutions for electronic vehicle brake systems: less or no NVH, less or no corrosion, alternatives to conventional friction brakes (substitution or downsizing of brake disc and brake pad).

What are the best opportunities for the company?

Close contact to customers along the supply chain including OEMs, positioning and using our great capabilities in research & joint development. That very much helps to build a full understanding of customer problems and to focus our product development already at an early stage. Tribotecc is open for new ideas and challenges and we continuously further develop our strategic approach to verify the best opportunities for Tribotecc and our customers – and we have the right capacities, capabilities, and people to implement them with our clients.

Tell us something that most people might not know about you or your organization.

Tribotecc does not only have the biggest production capacities for special metal sulfides but is also capable of testing products and developments in an integrated tribological application laboratory. Disc brake pads based on new formulations are manufactured with state of the art mixing-, pressing-, curing- devices and tested on our own in-house dynamometers. Wear and analytical investigation of disc and pad, studies on friction performance or basic NVH measurements follow international testing standards.

In a nutshell: We have outstanding expertise in our company, where another unknown fact is that we look back to long successful history: The origins of our manufacturing site in Austria date back to the 14th century – when mining started there – and the core of the company is nearly 100 years old!

What do you look for when evaluating top talent?

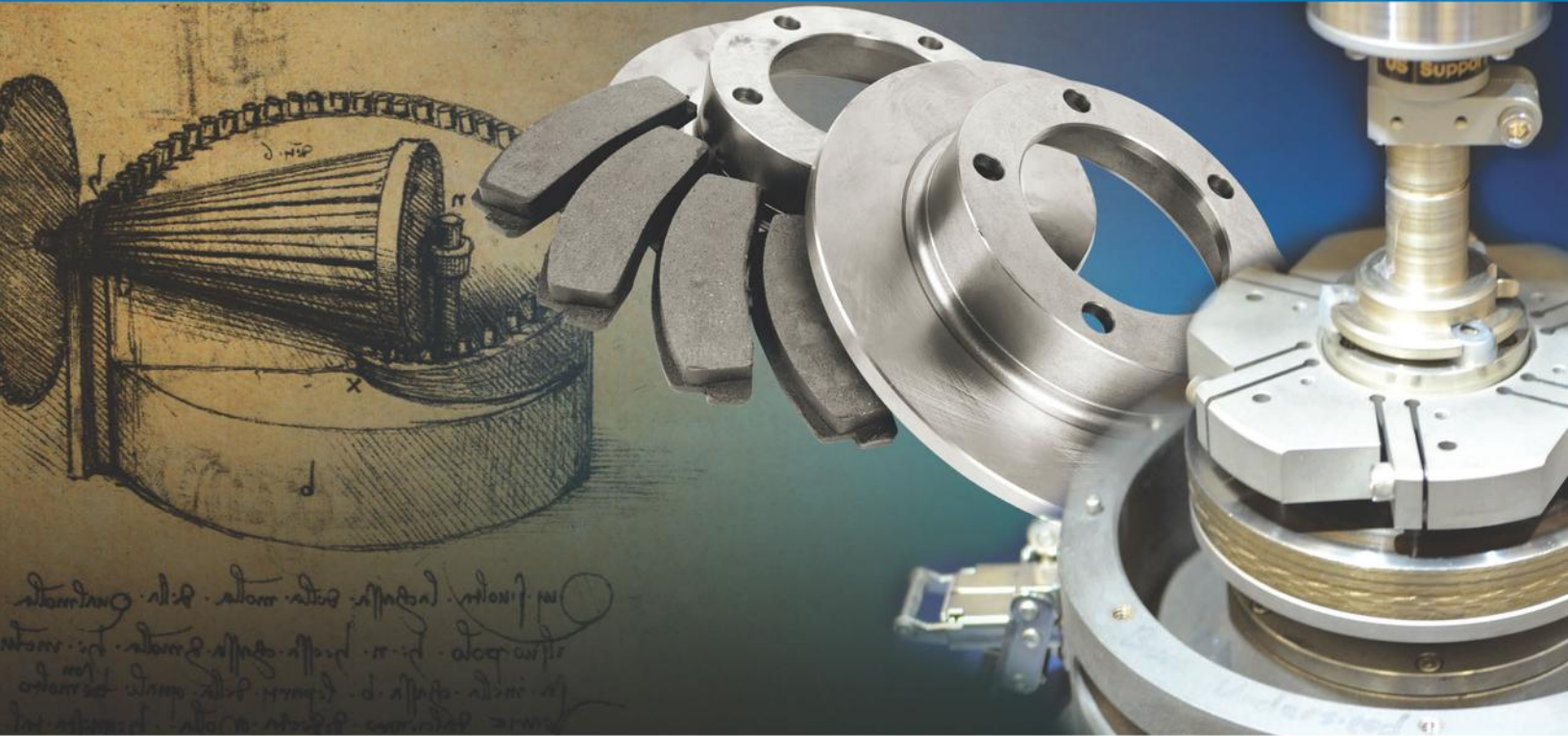
Selecting the right people & talents is the most challenging and rewarding task a manager has to take care of. However, the basic rules are simple and well known: I am looking for three main characteristics, i.e. intelligence, energy – and integrity. It is this combination of these three factors that make great talent. The last one might be forgotten sometimes, but it is crucial – you don't want smart people working with great drive, but without integrity.

What is the best career advice you have been given?

Be bold. If you don't go in the deep water, you won't learn to swim.

DaVinci

Discovered Tribology —
We Help You Understand It



Cost-Effective Development of Friction Materials


Bruker's UMT Tribolab™ Brake Material Screening Tester has been developed specifically for a wide range of pad and rotor materials qualification tests. It performs benchtop testing on small samples, applying comparable contact pressures to full-scale dynamometer testing. The flexibility and range of testing capabilities of the Brake Material Screening solution rapidly and cost-effectively allow users to rank materials using protocols based on industry standards such as the SAE J2522 (AK Master), ultimately enabling the brake material industry to reduce development cycle times.

Only the UMT Tribolab Brake Material Screening allows you to:

- Reduce testing time and improve throughput for fast ranking of material formulations
- Perform friction and wear measurements on one system
- Utilize samples prepared from real pads and rotors
- Correlate experiment data to dynamometer tests and industry standards

Become the tribology genius in your lab! Visit www.bruker.com/BrakeMaterialTest, email productinfo@bruker.com or call +1.866.262.4040 for more information today.





What's your
Story?

BRAKE COMPANIES NEED TO TELL THEIR STORY TO ATTRACT TOP TALENT

By Brian Hagman

Back in 2019, several C-Suite executives attending EuroBrake asked me if the U.S. marketplace was as tight a labor market as they had heard.

I told them, yes. Not only was unemployment at historic post-war lows, but the market for newly minted engineers and MBA graduates was especially tight.

Companies looking to not be left out in the cold by top talent must, of course,

compete with salary, benefits and a streamlined recruiting processes, but they must also attend to some basics that many supplier companies neglect.

When I look at websites of companies covered by The BRAKE Report, I often see out of date, incomplete websites that do a bad job of telling the company's story or don't even try. This is a bad strategy.

Your website is your calling card. It's your storefront. It's the first place that job applicants go when your company first appears on their radar either from a recruiter, a university job fair, etc. I go to some websites where the last press release is from 2017. Really? I go to LinkedIn pages of some companies we cover, and there is no thought leadership at all. Not even a generic post.

Every company working in this industry has a story to tell about its technology, culture, philanthropy, management, thought leadership, contribution to finished products, etc. If you don't have stories to tell, how do employees and potential employees know what your all about?

I know that many suppliers prefer to fly under the radar when it comes to their contributions to OEs or their private label customers. But there are **creative ways to tell your story** within the bounds of restrictions if you invest in the right people or outside resources to navigate the pathway to telling your story.



There were many brake companies represented at the booths at EuroBrake (*It's a shame 2020's event was canceled. Darn you pandemic!*) with good stories, but no representations on their websites in the form of press releases, photography, videos, etc. I didn't notice a lot of exhibitors taking advantage of the event much further than the location itself.

If you want top talent to put your company on their radar, you can't make it so hard for them to know exactly what you do and how good a company you are running.

As the leader of an executive search firm dedicated to serving brake organizations, I can tell you first hand how much easier it is to attract top talent when the candidates are actually familiar with your products or company. If you tell a compelling story and have strong employer brand, building a team of "A" players is so much easier.

So, what's your story?



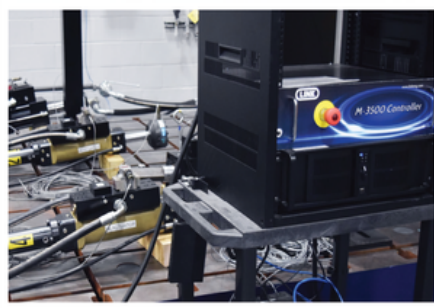
Test Smarter.

Link Engineering Company is the premier provider of customized testing solutions. Our name has become synonymous with world-leading brake testing solutions, but our testing capabilities and worldwide support go far beyond just brakes. We invite you to explore for yourself and Test Smarter with LINK.

TEST SMARTER



Tescor, a Link Group Company, provides highly innovative and precise testing environments and energy-efficient solutions for climatic control, testing, and storage.



With our extensive range of Servo Dynamics components, LINK brings creative solutions and industry-leading performance into all products – from actuators to large-scale earthquake simulators, new equipment or rebuild, standard or custom.



LabLINK is a Laboratory Information Management System with machine interface capabilities consisting of the following:

- Test Request Module
- Scheduling Module
- Lab Monitor Module
- Maintenance Module
- Quality Module

LINK SOLUTIONS





LARRY PAVEY

**Chief Executive Officer
Federated Auto Parts**

Larry Pavey, who has spent his entire career in the automotive aftermarket, is the chief executive officer of Federated Auto Parts and CEO of The Automotive Parts Services Group, a joint venture between Pronto and Federated. Federated is a marketing group representing 60 warehouse distributor members serving more than 3,000 stores throughout the United States.

Pavey entered the business on the distribution side. He moved to the production arena, first with Walker Manufacturing, then on to Echlin's newly formed BWD division, where he eventually served as vice president of marketing for the Borg Warner, Niehoff, and Whitaker brands.

After Echlin acquired Raybestos Brakes in 1985, Pavey moved into the brake business and held a variety of positions, culminating in 1990 by being named president of the Echlin's Brake Parts Inc. With Pavey at the helm, Echlin grew to be the largest brake supplier in the U.S. aftermarket.

In 1997 Pavey was named president of Echlin's North American Operations with responsibility for all aftermarket businesses. Following Echlin's purchase in 1998 by Dana Corporation Pavey became the president of Dana's Under Vehicle Group where he served for the next six years with responsibility for the company's \$1.5 billion global under-vehicle businesses.

After retiring from Dana Corporation he moved back to the distribution side of the businesses joining a former client, Federated Auto Parts.

How would you describe your work/leadership style and why has it worked so well for you?

My style is one of empowerment and involvement with a focus on continued improvement. In the late 80s and 90s we practiced Kiazen which utilized teams of people who did the work to evaluate and improve the process. I am a firm believer that the people doing the work are the experts and that listening, involving, and empowering them in the process creates success. Helping people improve their skills and giving them flexibility to make decisions and sometimes fail fosters creativity and accountability along with constant improvement.

What do you see as your biggest challenge right now?

Staying out of the way! Today's world is so complex and fast with rapid change that is difficult for everyone to navigate, so it really requires trust in those that know their work area best. Balancing the needs of different constituents and understanding the priorities and conflicts that occur every day is a major challenge. However, working with great people with shared goals and objectives is a huge advantage.

How has the global Covid-19 pandemic impacted your operation? What will the brake world look like considering the pandemic in the near term?

While parts distribution was deemed essential to support first responders, health professionals, and other front-line participants in most states, we still saw major volume reductions in many markets. This created a need for budget adjustments and other measures that many businesses faced. The brake world will likely be impacted in the short term as drive miles are reduced substantially and while there will be some pent up demand the recovery will be in line with employment increases.



**THOSE RELATIONSHIPS
ARE MORE LIKE FAMILY
THAN BUSINESS AND ARE
WHAT MAKES THIS
INDUSTRY SPECIAL.**

LARRY PAVEY

What is the best career advice you have been given?

It is probably more complicated than you realize! Decisions are easier to make with more information available.

How do you see the industry evolving over the next five to 10 years and do you have any bold predictions for us?

Our industry, absent outside influences, is very stable and consistent. We can overcome most obstacles and handle any changes and have demonstrated the ability to adapt for over 100 years and supported the most mobile society in the world, safely and economically. However, I would expect legislative, social, and environmental impacts to be outside influences that are not as easily overcome in the next five-10 years.

What is the major challenge(s) facing your organization now, in the near term and the long term?

Technology and scale are the biggest threats both near and long term. The changes in vehicle technology and communication technology challenge us to manage efficiently while large competitors have the scale to create advantages. We have to be very efficient and continue to find ways to create unique value.

What are the best opportunities for the company?

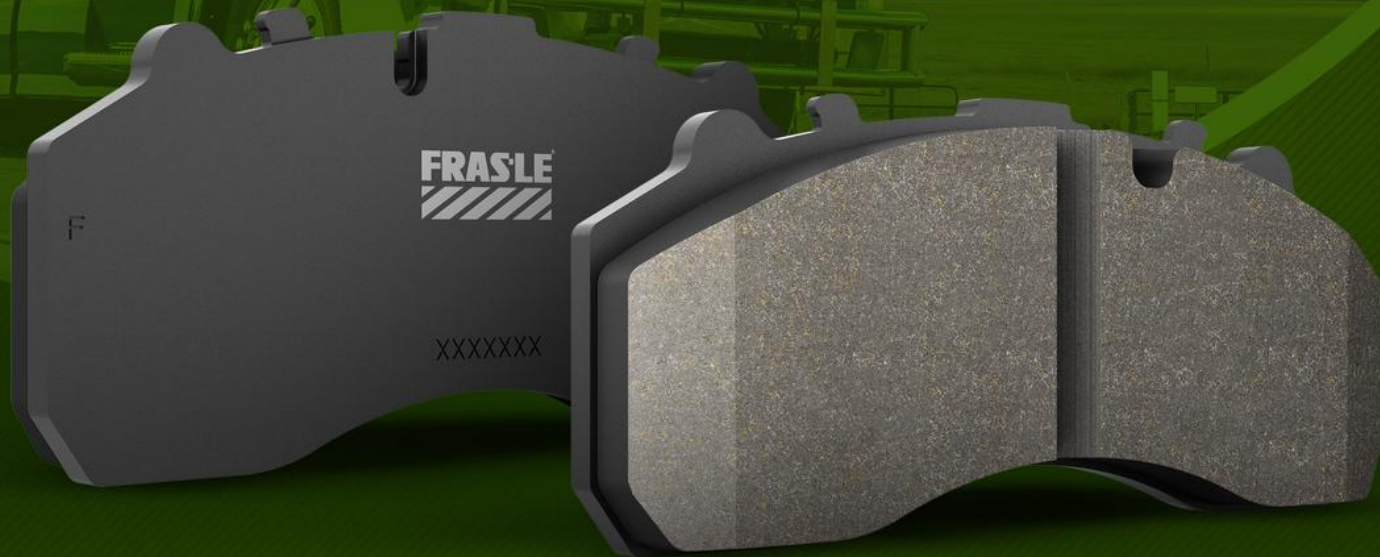
We are a group of companies that are all a little different but work together to share best practices and cost. We have to leverage what makes each company unique while doing it more efficiently. Collaboration is a key to our mutual success and finding the right partners is extremely important.

The overall automotive world is being overwhelmed by the concept of autonomous/automated driving for both safety and efficiency reasons. How soon do you believe we will see truly autonomous vehicles on the road?

Absent outside influences... again without subsidies, coercion, legislative pressure it will be a slow transition. It will be cost effective in certain applications where human or labor cost can be eliminated, taxis, Ubers, delivery vehicles, etc. and as toys for the wealthy, which we will likely see in the next five years. However, for the rest of the population it will probably be much longer for major implementation.

#CHOOSEFRAS-LE

YOUR COPPER-FREE SOLUTION.



**NEW FRAS-LE COPPER-FREE
AIR DISC BRAKE PAD FOR
COMMERCIAL VEHICLES.**

New "N-TYPE" friction material
engineered, manufactured and
proven by the leaders in brake
and technology innovation.

GRN TECH 
COPPER FREE



 /nabrakes
 /frasleofficial

www.fras-le.com

Another One Bites the Dust



WHY SOME BRAKE COMPANIES ARE LOSING TOP RECRUITS

By Brian Hagman

I recently spoke with a brake company trying to recruit several engineers to fill their open positions. In the past few months, they have lost some really high-quality recruits during the interview process. The company was confused as what to do to avoid losing these great candidates they were finding.

The job market and interview practices are no longer what they were. And there are some rules of the road today that we all need to follow.

First, don't treat talent you are interested in like they are job applicants. Top engineering talent, for example, is in the driver seat. They are in high demand with a short supply. Try thinking of yourself as the applicant and why they would want to choose your company or the role.

Some hiring managers still assume that they are the only one's conducting the interview. The reality is that every candidate today is ALSO conducting an interview and you should continue to recruit the candidate during the entire hiring process.

Second, make the interview process quick and deliberate. If you don't communicate with the person for several days or weeks after interviewing them, forget it. There's a good chance they won't respond even if they haven't made a choice yet.



**DON'T TREAT
CANDIDATES LIKE
APPLICANTS.**



BRIAN HAGMAN

Also, do you have a brand that people understand? It's not easy for supplier companies, especially tier-one and tier-two suppliers, to create a brand that customers and employees grasp and engage with, but you have to make some effort. At least have an "employer branding" program. Employees need to know what your company story is.

What does your hiring practices look like? You have to streamline your interview process. Some clients I work with want 20 people to sign off or meet with a candidate before an offer is made (*I am exaggerating but you get the point*). This takes too much time. If an executive you want to be part of the process is traveling or on vacation, then have them meet the prospect by Zoom, FaceTime, or Skype. Don't get bogged down.

What about compensation? Are you competitive enough to hire the best talent or are you OK with simply filling the role? I have worked with companies in the past who wanted a **Ferarri** at **Honda** prices (*Honda's are great by the way...Just not a Ferarri*). Be sure to decide ahead of time what your strategy is to avoid wasting everyone's time.



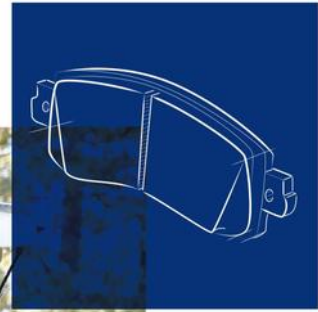
Review your whole process for recruiting and hiring. Make sure you are talking to people who you hire about what the deciding factors were when they chose you, and call applicants who did not choose you. Gather the data and perspective, and let it inform your process.

All of these points are important. But I think having some kind of brand/company story is perhaps the most important in today's market.

Extra point...Have you been trying to recruit at universities? Then you should be well aware that new grads are much more attracted to companies they are familiar with. If the student doesn't understand why you have an attractive company or what it's contributions are to the tech and mobility world, then they are going to move on to a company they understand.



Lapinus[®]



We enable a global standard
for a **safe and comfortable**
braking experience



TERESA HOLDEN

**Chief Financial Officer
Qualitor**

Teresa Holden joined Qualitor as CFO of International Brake Industries (IBI) in July 2013. Her previous experience was with Accubuilt, Inc., a private equity owned Manufacturer of Specialty Funeral Vehicles. Teresa has more than 20 years' experience in finance and human resources with private equity owned and publicly held companies.

Holden's earlier career included time with Greater Ohio Ethanol, Nash Finch Company, Midwest Express & Logistics and AccuSport Inc. Holden holds a Bachelor of Science in Finance and Human Resources from Urbana University and an M.B.A. in Organizational Leadership from the Business School at The University of Findlay.

How would you describe your work/leadership style and why has it worked so well for you?

I believe a healthy work/life balance is very important. Of course, right now, with many of us working from home, it blurs the boundaries between the two and creates a set of new challenges. I have a passionate work ethic and expect the same of my team, but I also want everyone to feel fulfilled in their personal lives.

I am very team oriented, and I like to engage my team members and hear their ideas. Tapping into the strengths of my individual team members helps drive success for the company and boosts morale. I also do a lot of benchmarking and conferring with my peers, looking for new ways to improve our business practices.

What do you see as your biggest challenge right now?

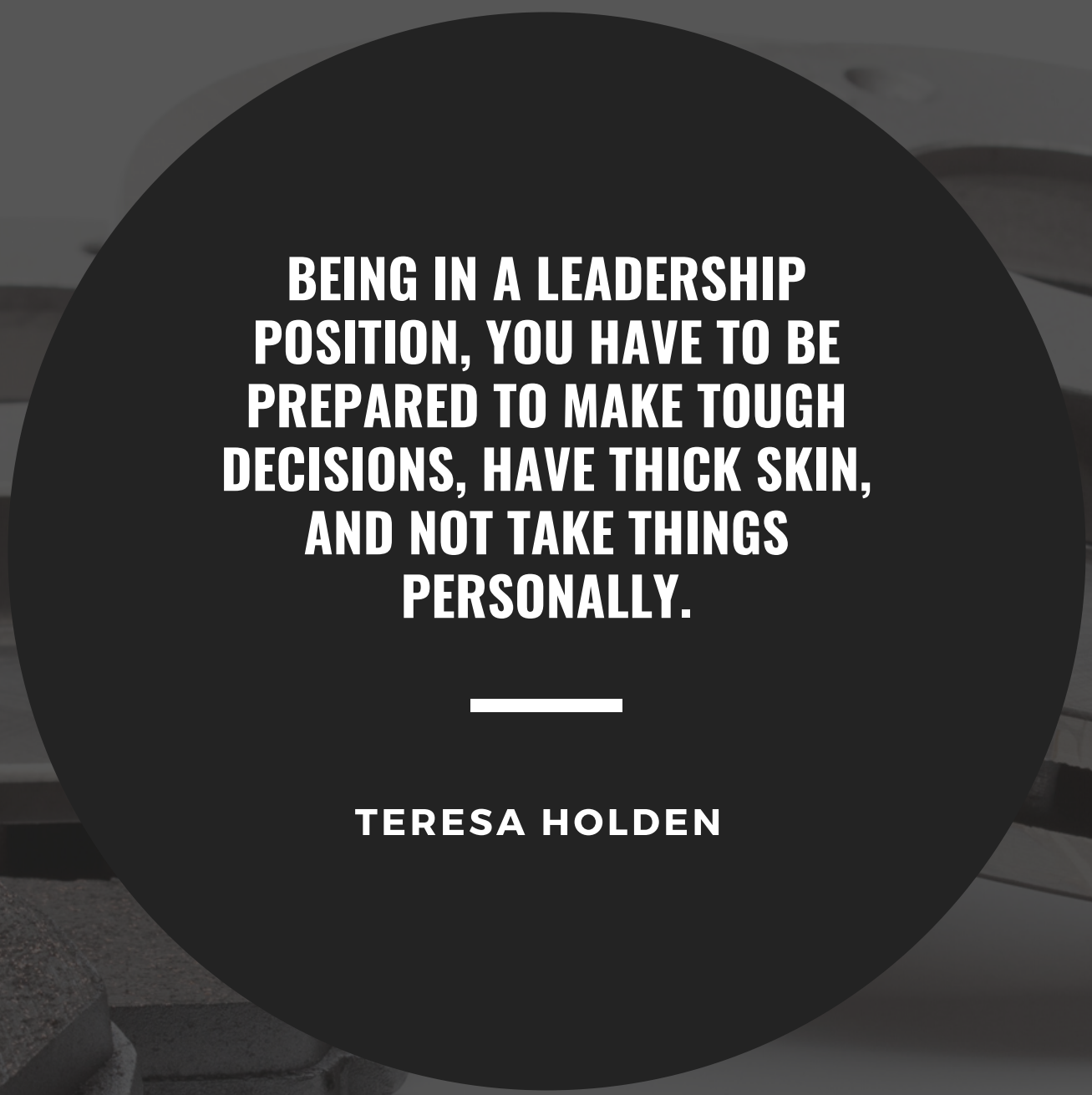
Without question, the impact of COVID-19 is the biggest challenge. Our number one priority is the health and well-being of our employees. We are considered an essential business and have continued to operate, but we are carefully balancing the need to protect our employees while continuing to serve our customers.

How has the global Covid-19 pandemic impacted your operation? What will the brake world look like considering the pandemic in the near term and long term?

In our distribution centers, we have installed rigorous health protocols to help protect our employees' health. We are taking employees' temperatures daily, wearing PPE, and we reconfigured the layout to follow social distancing guidelines. We have made disinfectant and hand sanitizer available throughout the building. We remain vigilant and ready to respond quickly to minimize the risk moving forward.

Many of our employees are now working virtually whenever possible. We are doing regular video town halls to share information and touch base. We try to make part of these meetings fun to foster a sense of community, even while we're apart.

Looking into the near future, the pandemic has certainly impacted sales across the industry. With so few people on the road, less people are servicing their vehicles. We continue to fulfill all our customer orders, and we're beginning to see an upswing in sales with our retailers. We expect sales to continue to pick up over the summer as people resume driving. With more people wary of flying and public transportation, we may see increased mileage on personal vehicles throughout this time, which will translate into increased service.



**BEING IN A LEADERSHIP
POSITION, YOU HAVE TO BE
PREPARED TO MAKE TOUGH
DECISIONS, HAVE THICK SKIN,
AND NOT TAKE THINGS
PERSONALLY.**

TERESA HOLDEN

What are the best opportunities for the company?

One of the opportunities is global support for our customers. To meet this need, we now have sales offices and distributing centers in the USA, China and Mexico. This allows us to be much more responsive to our local customers in these regions, providing the products they need quickly.

Another big opportunity is increasing our product portfolio, making a complicated category simple for our customers. By offering the most comprehensive catalog of brake hardware, plus associated product lines like EWS and ABS sensors, brake lines and pistons, we make it easy for our customers to get all the quality parts they need from one supplier.

What do you look for when evaluating top talent?

First and foremost, will this individual be a good fit within the current team? Given how much time the team spends and works together, it's extremely important that everyone complement each other. Leadership skills are important. Individuals should both be able to work independently and work with others. I focus on each individual's potential within the organization and their long-term success. I want to make sure we have the bench strength for the future.

What is the best career advice you have been given?

Being in a leadership position, you have to be prepared to make tough decisions, have thick skin, and not take things personally. Also, don't let others manage your future. You need to take control of your destiny and make sure you're headed where you want to go.

What sets IBI apart?

With IBI, we say "fit happens first." We have built a reputation for always being first to market with the latest hardware. How do we do that? Our in-house expertise is the IBI difference. Unlike most of our competitors, IBI actually researches, designs, engineers, manufactures, tests, and verifies each of product in-house to ensure the quality is the standard our customers expect.

In fact, we have an extensive library of thousands of OE brake assemblies so we can verify every part will fit and function on the actual brakes in the real world. That's why IBI is where fit happens first. More often than not, our competitors wait for us to make the aftermarket product and then copy our work.



Making the World Cleaner
and More Efficient

HORIBA

BRAKE DUST SOLUTION

Focus is shifting towards non-exhaust emissions to further improve air quality. With our extensive experience in both emission measurement and brake testing, we can provide the complete solution for measuring Brake Dust.

Be prepared for upcoming legislation with the HORIBA Brake Dust solution!



www.horiba.com



JON MORRISON

**President, America's
WABCO**

Jon Morrison was appointed WABCO's President, Americas in June 2015. Prior to his current role, he served as President, North America for American Axle and Manufacturing after having held the position of Vice President Vehicle Dynamics and Controls with WABCO. From 2006 through 2014, Jon Morrison served as President and General Manager of Meritor WABCO, the joint venture between Meritor and WABCO.

Prior to these positions, various leadership posts during a 15-year career with Dana Corporation including General Manager, Plant Manager and Global Director of Sales and Engineering.

How would you describe your work/leadership style and why has it worked so well for you?

I would describe my leadership style as "firm but fair." I really enjoy challenging myself and everyone on the team to accomplish more than we expect. I do expect a lot out of my team but not more than I expect from myself. I also always try to create an environment of transparency and open exchange supported by decisiveness and action.

What do you see as your biggest challenge right now?

We're challenging ourselves to develop our team and further grow our region through our "Partners in Uptime" vision. This is a very ambitious vision to engage our entire company to be devoted to and focused on ensuring fully satisfied customers.

How has the global Covid-19 pandemic impacted your operation? What will the brake world look like in light of the pandemic in the near term?

Like many businesses, WABCO has taken all of the necessary actions to protect our people. All employees who can have been required to work remotely, and where people are working on site, we've introduced strict safety measures to ensure that we're protecting our employees and communities. We have remained focused on maintaining operations as an "essential business," supplying parts and equipment to keep commercial trucks running on our highways and to ensure continued operations in the military and agriculture sectors.

I think the brake world is a very exciting place and more demanding than ever. Braking technologies such as collision mitigation systems, air disc brakes and electronic braking will remain very active projects due to the immense benefit in safety, cost of operation and uptime they can bring to the transportation industry and the general public.

The good news is that commercial vehicles will always need braking!

What do you look for when evaluating top talent?

The first thing I look for is a positive outlook and creativity. In today's rapid changing and very competitive workplace, the ability to look for positive solutions with a constantly creative approach is really the norm. We must anticipate, be creative and then execute well. That is our driving philosophy in WABCO.



**AMBITION WITHOUT
HUMILITY AND
COMPASSION IS
SIMPLY EGO.**

JON MORRISON

What is the best career advice you have been given?

Leave my ego at the door! Ambition without humility and compassion is simply ego. I think there are so many good ideas and opportunities for collaboration that all perspectives should be considered when making decisions and changes. I am very glad when someone's idea turns out to be the right solution – this is so powerful and fun!

Where do you look for inspiration?

I really seek out the people in the organization who do things differently and better than I do. As a leader, you must continue to learn every day. I get so inspired by people I work with who do a better job of remembering the little things, saying the right thing at the right time or even not saying anything at all. This inspires me to do my own leadership gap analysis and make changes in my style.

How do you see the industry evolving over the next 5-10 years and do you have any bold predictions for us?

Certainly the increase in automation, electrification and connectivity will have a dramatic impact on trucking and transportation. We have demonstrated feasibility in these technologies, but now will come the very challenging part of widespread deployment. What I really enjoy is seeing our team come together with tremendous expertise to pass these milestones, and to realize that with each one passed we're making the technology even better.

What is the major challenge(s) facing WABCO now, in the near term and the long term?

WABCO has very successfully globalized into a leading global vehicle control supplier. We have business with virtually every commercial vehicle OEM on the planet. That said, the amount of time and investment to support the development of electrification and autonomous technologies will be very challenging in the years ahead. We work very hard to bring efficiencies, partnerships and collaboration to stretch our development to reach all of our customers' ambitions.

What are the best opportunities for the company?

I believe the best opportunities we have are to continue to provide modular low-cost global technologies which help our customers deploy their technology strategies widely and efficiently. I also believe that our people in WABCO—with their passion and engagement—are some of the best in the world to partner with our customers to keep their vehicles at the maximum uptime.

The overall automotive world is being overwhelmed by the concept of autonomous/automated driving for both safety and efficiency reasons. How soon do you believe we will see truly autonomous commercial vehicles on the road?

In fact, we have already seen some very mature examples of this technology being deployed. I would say the technology is pretty far along. The bigger factors which will impact timing, in my opinion, are infrastructure readiness, connectivity, and legal and legislative matters. But there are many people working on all of these things, and I still believe by the end of the decade we will see examples of autonomous technology in commercial use.

Tell us something that most people might not know about you or your organization.

We are a 150 year old company started in 1869 by George Westinghouse. He created the company to improve locomotive train braking and increase safety—in many ways the same process and methods we use today! Our passion for innovation is very much the same today as we strive to save lives and protect the environment.



MENETA

LEADER IN EPB & Cold Noise Brake Shim Solutions



Meneta Group is a global supplier of high-quality brake components for the automotive industry. With over 2,000 employees in Europe, Asia, and North America, we design, test, and produce millions of anti-noise brake shims, backing plates, and brake components each year.

www.meneta.com



DAVID OVERBEEKE

**President & CEO
Brake Parts Inc**

David Overbeeke is president and CEO of Brake Parts Inc (BPI), a global supplier of premium quality brake components.

Prior to purchasing BPI with investors in 2013, Overbeeke held the role of president, global brake and chassis for Affinia LLC while it was owned by Cypress Capital Partners, a New York City-based private equity firm.

Overbeeke began his career at General Electric, where he spent 20 years and advanced to become a company officer, before joining Oak Hill Capital Partners, a private equity firm with more than \$6 billion of committed capital, as operating advisor focused on aerospace investments in 2006.

How would you describe your work/leadership style and why has it worked so well for you?

My leadership style is to face reality and be proactive since changes happen constantly. I believe it's important to make decisions in a timely manner – speed matters – and lead in a candid and outgoing way. Since the brake segment of the industry is very competitive, staying true to my beliefs and solving problems with solutions that address overall economics has proven to be successful.

What do you see as your biggest challenge right now?

The biggest challenge right now is managing cash flow, the life blood of any company. Right now, demand is anything but predictable and supply chains are experiencing numerous interruptions driven by government mandated shelter-in-place orders globally, making cash flow management even more critical. Because our goal to fill customer orders at 95 percent remains in place, we must balance the forces at work and be mindful that if we run out of liquidity, the rest loses importance and can be difficult to control.

How has the global Covid-19 pandemic impacted your operation? What will the brake world look like in light of the pandemic in the near term?

The global Covid-19 pandemic has had a profound impact on our business. One day we were in the office, collaborating face-to-face and traveling to see customers. The next day we started working from home; plants closed randomly based on government orders; and customers placed fewer orders since their demands slowed and they needed to conserve cash. The balance was upended. Today, we are moving quickly to bring our complex global supply chain back into balance within the next 60 days or so. As for the brake business as a whole, we have seen the early signs of those companies that have been hit hard and those that didn't control manufacturing. Changes have started to happen and it looks like the healthier firms will become stronger.

What do you look for when evaluating top talent?

The best talent must have the skills for the role that they are going to perform, and they also need to have the right attitude. The smartest person that isn't flexible, action oriented or doesn't have that "can do" drive isn't as valuable as the competent person that has a winning attitude, won't take no for an answer and finds a way to succeed. Being outgoing versus more introverted can make a huge difference when it comes to driving change, which is something constantly in front of us.

**THE SMARTEST PERSON THAT ISN'T
FLEXIBLE, ACTION ORIENTED OR DOESN'T
HAVE THAT "CAN DO" DRIVE ISN'T AS
VALUABLE AS THE COMPETENT PERSON
THAT HAS A WINNING ATTITUDE, WON'T
TAKE NO FOR AN ANSWER AND FINDS A
WAY TO SUCCEED.**

DAVID OVERBEEKE

What is the best career advice you have been given?

The best career advice is to always be yourself. Don't be something that others want you to be or what is politically correct. If you are not authentic, your flaws will simply shine through.

Where do you look for inspiration?

I find inspiration in the team around me, my key business partners and anyone that provides genuine insight with the best intentions.

How do you see the industry evolving over the next 5-10 years and do you have any bold predictions for us?

The industry will change, but being in the aftermarket, we have seen change coming years in advance from a product perspective. Many of the changes will be in distribution with more ecommerce and more fleets on the roads as transportation use becomes more group-use oriented versus individual use. Things will shift gently and I see time to adapt.

What is the major challenge(s) facing your organization commercial vehicle operations now, in the near term and the long term?

The major challenges are rapid migration to air disc, continued proliferation of parts that require more complex planning and cataloging, and an aging expertise in the space, making the entire category wide open for a new leader to emerge over the next five years.

What are the best opportunities for the company?

The best opportunities for BPI are having financial strength and staying power because those factors allow us to gain market share and address acquisition opportunities as they surface.

The overall automotive world is being overwhelmed by the concept of autonomous/automated driving for both safety and efficiency reasons. How soon do you believe we will see truly autonomous commercial vehicles on the road?

I see electric vehicles as the more near-term transition and fully autonomous driving as years away. The sheer scale of the infrastructure will require significant time.

EXPAND YOUR BRAND

WITH PRIVATE LABEL BRAKE FLUID

DOT 3 / DOT 4 / DOT 5 / DOT 5.1
LOW VISCOSITY DOT 3/4

MULTIPLE PACKAGING
OPTIONS AVAILABLE



YOUR
BRAND
HERE

CALL 1.800.821.5693 FOR MORE INFO
www.championbrands.com/privatelabel/



The BRAKE Report™

BRIAN HAGMAN

Founder & Publisher

bhagman@thebrakereport.com

MIKE GEYLIN

Senior Editor

mgeylin@thebrakereport.com

INDUSTRY PARTNERS



www.thebrakereport.com

