

Just Wondering as I Wander or Points to Ponder

by Roger Henson, Southwest Training and Consulting

This fall, I went on a camping trip to Canyonlands National Park, near Moab, Utah. One of our hiking destinations was the Great Gallery in Horseshoe Canyon. If you read Aron Ralston's book *Between a Rock and a Hard Place*, you would have read something about this remote area of Utah. Our preparations included MREs for a lightweight food source. It was at this point that I began to ponder about how we are connected in so many different ways. This packet of nutrition that is used by our military may not appear appetizing, but it does meet the basic requirements to sustain a healthy body and allows us amateurs to extend our boundaries of exploration with relative certainty of survival. In the business world of preparing a part or subsystem for serviceability, does the Service Team have a say on how a part is packaged, prepared, how the instruction manual is illustrated and worded, or is it left to another organization? The MREs are field-tested by people who will actually use them in extreme climate conditions.

Another important aspect of hiking/camping in the wilderness areas is the rule, "Pack it in, pack it out." Here is another responsible action that too often gets neglected in our throw-away society. It may be easier to replace than repair, but is that mode of thinking and doing a good long-term strategy? Another thought to ponder, and perhaps more importantly, to act upon.

And, back to Ralston, remember how he used a clear, common-sense mind, a thorough review of his options and an inexpensive pocketknife to sever his arm and live to tell his story.

"Mountains are the means, the man is the end. The goal is not to reach the tops of the mountains, but to improve the man."

— Walter Bonatti, Italian climber

This quotation was one of the points I pondered this summer when I set out to climb a Colorado "Fourteener." Like most of us, I am on the journey that has no end because it is about the Journey, not really about the Top of the Mountain or perhaps the Corner Office. However, I always wanted to be prepared to take on the responsibilities of the Corner Office if the opportunity was mine – to accept the challenge.

"Leadership is not so much about technique and methods as it is about opening the heart. Leadership is about inspiration – of oneself and others. Great leadership is about human experiences, not processes. Leadership is not a formula or program, it is a human activity that comes from the heart and considers the heart of others. It is an attitude, not a routine."

"More than anything else today, followers believe they are a part of a system, a process that lacks heart. If there is one thing a leader can do to connect to followers at a human or better still a spiritual level, it is to become fully engaged with them, to share experiences and emotions, and to set aside the processes of leadership learned by rote."

— Dr. Lance Secretan, *Reclaiming Higher Ground: Creating Organizations that Inspire the Soul*

I recently led a workshop on Leadership and Strategic planning for managers and small business owners. As I prepared for the workshop, I was drawn to reinforce my thoughts that Leaders are visionaries, strategic planners, and people who inspire themselves and others. During the workshop, we explored different ways in which the attendees could see the tie-in between leadership and strategic planning.

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2011 AEM – Customer Support Seminar Milwaukee, WI, September 25-28

by Ned White

Milwaukee welcomed the 2011 AEM Customer Support Seminar attendees with a healthy dose of its old-time hospitality and Germanic Gemütlichkeit. The AEM seminar planners served up a varied smorgasbord of ideas that balanced both content-rich technical case studies with eclectic, thought-provoking speakers that challenged attendees’ assumptions encouraged them to look outside of their respective industries.

In homage to Milwaukee’s industrial heritage, the conference kicked off with a fascinating presentation by Tom Platz, Restorer/Conservator of the Harley-Davidson Museum. He chronicled how the iconic Milwaukee brand was born in modest surroundings in a 10x15 shed on Milwaukee’s west side, suffered near extinction as a chattel of the AMF conglomerate and finally emerged Phoenix-like by an eleventh-hour purchase by their internal management team. The overriding lesson from these travails, according to Platz: “Do what you do best...live your core competencies.”

CNH America’s VP of Parts and Operations, Anu Goel, next presented an insightful and in-depth case study of how CNH revamped its approach to parts and service support for its dealers and customers. Goel came from Ford Motor Company, where they inventoried about 400,000 parts, and at CNH, he inherited a bloated system with more than 1.2 million distinct part numbers coming from 2400 suppliers. With rigorous analysis, they ascertained that 19,000 parts constituted 70 percent of their sales. Additionally, they discovered that they had countless thousands of duplicate parts. For example, they had 218 distinct

part numbers for the exact same U-joint (and curiously, the same part’s price ranged from \$4 to \$49). They were able to consolidate that grouping down to 48 U-joints across all their lines.

Elizabeth Lester, President of Launch Interactive, shared how Launch’s media firm partnered with Stihl to brand and build a dealer training network known as the Stihl iCademy. Stihl is the number-one brand in its market space but its products are exclusively sold and supported by a dealer network of 8000 independent businesses. Consistency and depth of training was paramount in the enduring success of their products. The iCademy has trained more than 20,000 employees in the field. The Stihl investment in field training has led to dramatic increase in Stihl sales and at no cost to its dealers.

Mike Burch of Link-Belt Construction and Art Ashworth of MinnPar led the report of the biennial AEM Parts Survey. This survey provides members with shared insights into how their industry partners (and competitors) manage parts sales, field service, and manufacturer/distributor partnerships. The aggregated information is a valuable tool to create industry benchmarks to retool their own organizations.

AGCO’s Director of Customer Experience, Jennifer Whitefield-McMahan, recounted AGCO’s experience with integrating marketing, sales and service into a united approach to create customer satisfaction. AGCO has done extensive customer research and modeling to coordinate “people, process and tools” to yield a satisfying

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“customer lifecycle.” Their key was to immerse themselves to see the actual customer touch points with AGCO as if they were new customers. The bottom line for AGCO is that its double-digit increase in measurable customer satisfaction invariably “leads to a second sale.”

Perhaps the most intriguing (and encouraging) presentation of the entire seminar was Harry Moser, the driving force behind the Reshoring Initiative. After years as the CEO of a Chicago-area manufacturing concern, this MIT-educated engineer and businessman’s concept of “retirement” was to build an organization to dig deeply and empirically into the “TCO,” True Cost of Ownership of taking U.S. manufacturing overseas. The Reshoring Initiative built an elaborate model and statistical analysis tool to provide American companies with a means to build a case to return jobs to our country. His numerous examples were both startling and compelling.

Next up was a lively panel made up of a cross-section of AEM’s most important customers: the Customer Support Dealer Panel. These dealers/owners candidly offered to their manufacturers insights into the issues surrounding training, inventory control, cancellation issues and obsolescence. Instead of cool statistics about customer satisfaction, these men brought real pride and passion and brought their business concerns to the forum.

The second day commenced with a thought-provoking history of the Birth of Industries in Milwaukee by local historian John Gurda. He cast the industrial history of Milwaukee as a microcosm of the evolution of industry and industries in America. In Gurda’s

economic view, a city is simply “a concentration of people, animated by a concentration of capital.” Milwaukee was the hub of nearly 170 years of economic and technological innovation: not only the nationally well-known brewers such as Pabst, Miller and Schlitz, but also the founding industrial giants such as Harley-Davidson, Allen-Bradley (now Rockwell), Harnischfeger (now P&H Mining), Allis-Chalmers, Kearney and Trecker, Falk (now Rexnord), Quad/Graphics, GE Energy and GE Healthcare. Like many industrial areas, Milwaukee has lost more than half its manufacturing jobs, yet the city still ranks behind only San Jose as a center of manufacturing.

Up next was the challenging and controversial topic of Tier 4 Emissions. The new environmental regulations will present economic and technological challenges to all AEM members as they come online over the next four years. Scott Weyant of Caterpillar, Inc. detailed the basics of the new standards and how they will impact manufacturers, dealers and customers. This will demand a renewed focus on safety and training across the entire equipment value chain.

In a more trendy vein, Ellen Watson of Miller Electric, the welding equipment subsidiary of Illinois Tool, shared insights into how her company proactively manages its customer experience through social media marketing. Miller Electric has built a 28,000-member Facebook site to harness a dynamic two-way communication with its customers. While this process allows them to push marketing and service/support info, it also allows their customers to openly express their true feelings and, at times, frustrations with the company. This requires Miller to

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Just Wondering as I Wander (cont'd.)

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We discussed people who had inspired us and the idea that leadership is of the heart. Does the true leader have a plan which will be bought into action by an organization? Do they have the character and perseverance to see it through the journey to its objective? More points to ponder as we wander through life and the business world with a sense of meaning.

In early December, I attended the Wisconsin Business Development's "Friends of Small Business" Awards Luncheon in Madison. I was one of a group of SCORE members there to receive recognition based on our service to small businesses throughout the state of Wisconsin – a vital service that is often overlooked. We work with and mentor businesses that do not always have access to internal expertise in every facet of business operations. It made us feel connected to the successes of these business ventures and their owners. Those businesses recognized included a wholesale food company from Milwaukee, an HVAC manufacturing company from northern Wisconsin and a dental practice in central Wisconsin.

One of the interesting things about small business in America is that most small businesses are suppliers to the big-name companies. As you look at where many of your component parts come from, you will find a supplier that, if not, should be considered a partner that needs to be successful, just like your company, if we are to grow our economy. As you wander your business landscape, where do you stop and ponder, what if? **Just wondering.**

*"Coming together is a beginning.
Keeping together is progress.
Working together is success."*

— Henry Ford

Roger Henson
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Welcome New Member

Kevin Fouquette, Micromeritics Instrument Corp.

Fall Society for Service Executives On-Site Meeting at ACCO

by Ken Cook, President, Ken Cook Co.

ACCO is a worldwide provider of fasteners and binding solutions located in Buffalo Grove, Illinois. Tom Schlick, VP of Global Services, conducted a tour of ACCO's operations, which included fasteners, paper clips, staples, in-line binding and punching.

After the tour, Tom addressed the product life cycle and parts support. ACCO has an End of Life Cycle that has worked for them in GBC-branded equipment. His presentation was "How do you live after the product dies?" Tom described how ACCO handles the product life cycle and the related parts support. He was direct with how ACCO communicates the policy with its customers.

Service Productivity / Utilization Strategies

Neil Johnson, VP Technical Solutions, Fuji Graphic Solutions, Fuji Graphic Systems Division, presented metrics on productivity and utilization. These included:

- Calls/day
- Travel time/call
- Parts/call
- Overtime
- T&E
- Repeat calls (callbacks)

Tools and Methods

- SMS scheduling
- Virtual scheduling
- GPS tracking
- Manager and team accountability
- Training
- Parts

Practices

- Telephone support (phone fix rate – rate percent)
- Call frequency tracking (30-/60-/90-day report)
- Call closing (allows for time based on escalations and more efficient scheduling)
- Escalation process (real-time calls and meetings)

Betting on the Customer – An Introduction to Gaming Services – Tim Spencer, VP Customer Experience, WMS Gaming

Tim described the Williams Manufacturing approach to design/manufacturing of game content, P&L and balance sheet responsibility.

Service Delivery Excellence – The Importance of a Thematic Goal for Your Service Business – Tom Voirin, Director North American Service Operations, Tellabs

Tom talked about Turf battles, challenging economy, charging the hill and what is the big picture? We need a thematic goal in four words or less. Rally-cry, top-priority and joined at the hip! Tellabs came up with "Customer Driven, Team Focused."

His metrics included an interesting and effective reporting tool with green, yellow and red highlighted actions to emphasize OK, look at and huge issues to address.

Parts: From Cradle to Grave

Mike Moore, VP Supply Chain Services, DEX, talked about "lies we tell ourselves" about parts inventories and how we can use a third-party parts resource to provide solutions.

Society for Service Executives Strategic Direction

Walt Gasparovic presented an overview of his research with existing clients on their position with treating Service & Parts as a Profit Center, Cost Center or Credit Center. The trend appears to be more as credit or cost center.

Management Myths

By Jack L. Huffman

In this final installment of management myth busters, we look at three myths: “You Get What You Measure,” “Team Meetings Should Always Follow Robert’s Rules of Order” and “Contests Only Work if There is a Clear Winner and Highly Valued Prize.”

You Get What You Measure

Here is another myth that falls under “If it were only true.” There are two problems here. First, mere measurement does not help employees perform their jobs better. Improved job performance comes from employee education, training and coaching. Improved performance also comes from doing the right things. That leads to the second problem. If the wrong things are measured, a false sense of accomplishment might be recognized.

Team Meetings Should Always Follow Robert’s Rules of Order

Following Robert’s Rules of Order is fine for most committee meetings. The rules provide a clear mechanism for an orderly meeting and clear selection of alternatives. The rules, however, can get in the way of effective team meetings.

Team meetings should be more fluid. What that means is the meeting should progress with less formality. Voting on a critical decision must never be by majority. Decisions must be made by consensus: Every person on the team can support the decision even if some feel that there is a better decision.

Teams do, however, need some sort of document that outlines the rules by which the members of the team will conduct themselves. This replaces the formal Robert’s Rules of Order.

Contests Only Work if There is a Clear Winner and Highly Valued Prize

Many managers feel that employees perform at their best if there is a prize associated with performance. There are several problems associated with contests and nice prizes. First, a contest is much like sports games. The result is that someone wins and the remainder loses. The outcome of the contest is the creation of a winner and many losers. It is not fun to be a loser.

The second problem is that contests with valued prizes can lead to counterproductive activities among the participants. Too often, a sales contest leads to the “stealing” of customers. Some sales people might think that winning justifies going beyond established boundaries. Some employees might set up roadblocks for other employees.

A third problem is that if the contest involves one aspect of an employee’s job (equipment sales found by technicians, for example), most employees who feel they have a chance to win will concentrate on finding opportunities for equipment sales rather than the equipment service activity.

These myths were excerpted from *Aftermarket Management for Distributors and Dealers*, the NASM study manual for those preparing for the Certified Service Manager examination.

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proactively address any negative communications that are posted to their websites. It is a simple recognition that two-way social media is how our customers (particularly the younger ones) choose to learn and express themselves. Her recommendation was to “fish where the fish are...” If your customers are online (and they are), you need to be online as well.

Ongoing Customer Value was the focus of a presentation by Rich Jilek of Dressta. Facing the economic reality of decreasing profits on new product sales, Dressta is laser-focused on the ongoing relationship, or what they call “Lifetime Customer Value.” LCV means concentrating on machine sales, parts sales and service sales over a lifetime relationship. Basically it means waking up every day and thinking, “What can we do today to make our customer happy with us tomorrow?!”

While America is besieged with high unemployment, a daunting paradox for manufacturers is that they cannot find enough appropriately skilled workers to fill their current job needs. Dr. Josh Bullock of Moraine Park Technical College reviewed how America’s two-year technical colleges are gearing up to train an emerging workforce with the skills needed to meet future demands. The AED Foundation is partnering closely with our technical colleges to grow this needed workforce.

The final day kicked off with Scott Keckler of Manitowoc Cranes, who shared a very specific customer support case study. When they polled their customer base, Manitowoc discovered that the company’s number-one problem was that they simply did not answer their phones in a timely fashion. Their response was to build a network of call centers across the world, called CraneCare, so that their customers could talk to a real technical support expert 24/7. These call centers could provide not only information, but also quick-response parts dispatching.

In North America alone, Manitowoc is fielding more than 12,000 calls per month! While this call network was a significant investment, it more than paid for itself in a 25 percent increase in parts sales worldwide.

In terms of new technological training solutions, Jake Gaylord of Almon Inc. and Brandon Hawk of Deere & Company provided a lively team talk on their shared project of Integrated Distance Training. Utilizing interactive animations and distance-leaning channels, Almon is helping Deere to dramatically reduce training costs in a global market. Recognizing that the next generation of Deere’s customers are accustomed to acquiring nearly all their world information via the web and interactive gaming, Deere is retooling its technical communication to meet those learning modalities.

The final presenter was Amy Garnham of JCB’s Customer Experience Centre, who traveled all the way from England to share JCB’s new world of customer telematics. JCB has data-mined this two-way communication to pioneer proactive and preemptive service support. Customers will get notifications of potential service issues with their equipment and additionally JCB learns about field issues in real-time. This harvested data allows JCB to improve its products and manufacturing processes at unheard-of trajectories.

All the heavy technical topics were balanced with real Milwaukee-style entertainment. A networking event was held at the Grohmann Museum at Milwaukee School of Engineering’s unique *Man at Work* collection, which focuses on the evolution and history of work from farms to factories. This networking extended into the evening with a casual pub ‘n’ grub crawl on Milwaukee’s trendy Water Street district. The next evening featured an amazing private tour of the legendary new Harley-Davidson Museum.

AGCO to Host NASM Winter On-site Meeting

January 26, 2012 • AGCO Corp. • Duluth, GA

AGCO is the largest pure play, full-line agricultural equipment manufacturer. Their tractors, combines and other farm equipment are sold in more than 140 countries and are led by these four core global brands:

- Challenger
- Massey Ferguson
- Fendt
- Valtra

Technical diversity, multiple brands, and global distribution strength are the keys to AGCO's growth strategy. Major market share positions in key agricultural markets of the world have been achieved by a strong focus on customer service, leading edge technology and an independent dealer network of 2600 full-service dealers – one of the largest distribution networks in the industry.

AGCO's innovative products continuously receive recognition and awards at international exhibitions, but the most coveted award is the recognition of our wide range of products by farmers and dealers across the globe.

- 8:00 AM** Registration
- 8:15 AM** AGCO Global Learning Center Tour
- 9:00 AM** Welcome and Opening Remarks – Dave Jones, President, NASM
- 9:15 AM** AGCO's Technical Support Review
- 11:15 AM** Key Performance Indicators (KPI) and Open Forum
- 12:00 PM** Lunch
- 1:00 PM** NASM General Business Meeting – Dave Jones, President, NASM
- 1:30 PM** Warranty Best Practices – Mike Stroffolino, PTC Arbortext
- 2:30 PM** Learning Management Systems Reviewed – Adam Retzlaff, Ken Cook Co.
- 3:30 PM** Product Manuals, Safety, CE Requirements and Standards – Ken Cook, Ken Cook Co.

Note: AGCO is sponsoring a dinner Wednesday night at 7:30 PM at the historic Atlanta Athletic Club in Johns Creek, GA.

Cost: **\$80.00** for Active Service Managers, **\$35.00** for Retired Members

You can register online at www.nasm.com, or email, mail or fax your registration to:

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2012 Events

Note: Dates and locations are subject to change.

Field Service Medical

January 23 – 25, 2012
Sheraton San Diego Hotel & Marina
San Diego, CA
www.fieldservicemedical.com

NASM Winter On-site Meeting

January 25 – 26, 2012
AGCO Corp.
Duluth, GA

NASM 2012 Business / Board Meeting Schedule*:

Business/Board meetings are monthly teleconferences (**1-800-630-9030, pass code 4616060#**), unless otherwise noted. Typical meeting dates are scheduled for the fourth Tuesday of each month, starting at 10:00 am central.

- * **January 25 – 26, 2012:** NASM On-site Meeting 2012 at **AGCO Corp.**, Duluth, GA
- February 27, 2012 10:00 am (cdt)**
- March 26, 2012 10:00 am (cdt)**
- April 23, 2012 10:00 am (cdt)**

* With some exceptions, there will be face-to-face meetings that coincide with other NASM events. The face-to-face meetings will have available phone-in to the teleconference for those unable to attend.

9th Annual Remote Services Summit

March 26 – 28, 2012 • Miami, Florida

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