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Change — Are you ready?
Changes happen every day. In your business, home, family, or world, change happens. Some are big, some are small. You are ready for some changes, some are a surprise. When it comes to your business and the changes happening within and outside of your control, are you ready to adapt with them or will you keep going down the same road and get left behind?

Getting The Word Out
How many shop owners and managers out there would like to increases your revenues by 15-20%? Probably all of you reading this, it would feel safe to assume. You have probably tried basic advertising campaigns including, newspaper, radio and maybe even some T.V. You have probably even done some social media promotions. Now let’s talk about another way to get the word out about your business.
The ADS Online Forum: Log On and Get Connected

The ADS Online Forum community continues to grow. Every day, members log on to the Forum to interact with others for diagnostic advice, training tips and to discuss the latest news and trends within the industry. Here is a real discussion directly from the ADS Online Forum:

Case: 2004 Ford E series 6.0 van Ambulance very intermittently loosing turbo boost even after turbo replacement

September 22

We have the above vehicle at our shop that has set P2262, and before turbo replacement. We inspected and cleaned the turbo the first time replacing the unison ring. Then returned to customer after our normal test drive, as we thought problem repaired. Customer brought back with same issues intermittently loosing power. That time P2262 was set and we verified what appeared to be turbo vane sticking problems.

Decided to replace turbo as it appeared that time to do that. Road tested okay and returned to customer. Customer told me on the way home that acted up.

Brought the van back road tested for 1 to 1.5 hrs one way. At about approx 1 hour driving as I was light throttle or slowed up when I looked at IDS pids, VGT operation # was a 20% and when I accelerated, percentage only went to around 40 some percent with only building 5psi boost under hard acceleration. After feathering the throttle was able to more boost 10+ psi. After getting thru that test run, parked for a few hours and then headed back (afterhours test drive). Was not long in that drive that I was able to find the low power/low boost again. Now setting P2262 and P2263.

My question is why is the vane closer % so low without boost? I would think I would see that type of problem if over boost was occurring. My thought is that low of % may have the vgt mechanical components at the far end of travel causing so binding and difficult time to recover once calling for power. But what would cause that the PCM would request it?

I don’t think there is any other codes. Did have one van here recently that the CAC hose hot side at the CAC end was so spongy that it would suck shut causing low boost. Checked that and doesn’t look like that is a problem. I didn’t see or record what EBP was seeing at that time, so I can’t tell what PCM was seeing at that time.

I did think about the throttle plate possibly sticking or interfering with airflow as it is a 2004 which would have that. EGR is blocked so valve opening and causing issues shouldn’t be a problem.

Any thoughts?

September 22

Did you replace the VGT solenoid when you replaced the turbo?

September 22

Yes it was replaced with the turbo.
Case: 2004 Ford E series 6.0 van Ambulance very intermittently loosing turbo boost even after turbo replacement (continued)

**September 22**
Additionally: Since you have IDS, have you done the Air Management Test and what is the result?
I would also compare EBP DES pid vs. the EBP actual pid when the issue occurs and see what those readings are.

**September 23**
Might check the cat I’ve had two recently come apart causing exhaust to be blocked causing no boost.

**October 17**
So thanks for the tip on the converter issue. I have seen converter issues but generally is consistent and not intermittent. Well apparently the converter was loose inside rocking from a ok flow to a not ok flow caused the intermittent power and boost loss. Talked with customer, after we did another 3 hr round trip and returning it to the customer for several weeks it is fine!
Thanks again and another lesson learned.

You can get quick and helpful diagnostic suggestions just like these ADS members did! Post your question on the ADS Online Forum now. It is free for members to post and view the archives; all you have to do is make sure you’ve requested to be a part of the Forum. Not an ADS member? Try the ADS Online Forum free for 30 days! **Sign up on the ADS website today.**

You can get quick and helpful diagnostic suggestions just like these ADS members did! Post your question on the ADS Online Forum now. It is free for members to post and view the archives; all you have to do is make sure you’ve requested to be a part of the Forum. Not an ADS member? Try the ADS Online Forum free for 30 days! **Sign up on the ADS website today.**

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**ADS Welcomes New Members**

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have spent most of my adult life in some way trying to increase sales. In our industry increasing sales can be a tricky problem. One of the questions that always seem to come up is, do we need an outside sales person? There are a lot of fuel injection and turbocharger shops that seem to do alright with no outside sales force and there are also a lot of companies that have outside sales forces and do very well with them. Over the many years, I have been in countless discussions on the merits of having an outside sales force. Some of the questions asked are as follows here: Can we afford an outside salesperson? Where do we find a person, or hire the correct person for the job? How do we train a sales person? How do we make sure the sales person is making us money?

The first thing to note is that most companies can’t afford an outside salesperson unless they have sales growth to pay for them. So if you are going to put a new person on the payroll, you need a complete plan to make enough profit to pay them.

Some facts in making the decision to add an outside sale person are: How much growth in business is needed to support a salesperson? In very rough numbers, if a sales person’s salary, benefits, vehicle, and road expenses are roughly $65,000.00 a year, how much of a sales increase is necessary to at least break even on the venture? The numbers will vary for every company, but if you are making a 30 % gross profit you will need to increase sales roughly $20,000.00 per month to just get close to breaking even on the venture.

If you are in a very competitive area, you may find yourself competing with other companies that do have outside sales people. That may be a factor in your decision. Your competition for sales does not only come from other fuel injection and turbocharger shops, but from truck or equipment dealers, general parts houses, and of course the internet. So having an outside person is also a defense tactic against losing some of your current business.

Where do you find a good outside sales person? In most cases in our industry you can’t find a good experienced sales person. You have to hire a person you feel who can be trained to do the job and train them into what you need. Most of the time we are faced with a choice between, current employees, (my favorite), online job sites, word of mouth referral with customers and friends, or to pay companies that do the search for you.

When you find a person that you consider good raw material, you have won part of the battle. The burden of training this person then falls on you and your staff. In some cases you can find a person with some outside sales experience. That is a big plus, or in some other cases, if you promote from within you own company, the new sales person will have some existing knowledge of the products and services you offer and over all knowledge of your business, so at that point you can tailor your training program to what this particular employee needs the most.

Good basic training is very important. You do not want a person who is face to face with all of your customers, that does not know your products and services. You have a risk here of actually doing damage to your existing business if you put the

CONTINUED ON PAGE 26
Alliant Power is Raising the Bar for 2016!

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MAKING EDUCATION MATTER

Does your Business have a training plan?

The ADS International Convention & Tradeshow held last August in Las Vegas is long over, however looking back, shop owners, technicians and other key personnel attending were able to visit show exhibits, booth demonstrations, product introductions and attend various meetings. In addition, they had ample opportunity to focus some of their time on education and training. During 2016 ADS training and education programs brought its members a record 57 scheduled training classes, which translates into 108 days of training in a variety of subjects as well as a selection of locations and instructors in the US, Canada and Latin America.

So let’s be frank with each other, like it or not, how one views training and continuing education impacts one’s “service-readiness” and a has a big impact on positive customer experience which also translates into your “bottom line.” Some see education as an expense; others see it as an investment. It’s all about an attitude that sometimes divides the industry and to be frank once again, is a future indicator of success in your business. One’s level of commitment to career-long learning also serves as a market differentiator; over time, it sorts those who can do from those who probably in the long run cannot.

As we know, not everyone in our industry embraces training and we really need to fix that.

We as an association need to make training and education a part of every diesel shop’s culture. Many diesel shop owners, managers and technicians in our industry search for and engage in just about any training opportunity they can, there are many at the other end of the spectrum who unfortunately do not and that is a great shame. I say this because ADS strives to supply appropriate training for our industry, convenient locations and at a very reasonable price. In fact, ADS subsidizes every single class. These training classes are one of the best benefits of being an ADS Service Member.

I must admit, in my 20 plus years with ADS and many more in this great industry, I have learned some of the pointers for a shop’s success and seen the indicators of falling behind. Let me give you a few examples of the better shops:

- Top of the list, participate in industry trade associations such as ADS; Shops that belong to ADS are for the most part the better shops because they interact with other shops, support each other and share information. This is a strong parallel I’ve observed worldwide.

- Make training a fundamental part of your shops culture. The shops that don’t offer training certainly suffer the consequences, which can sometimes either sooner or later force them out of business.

- Ensure you have the proper tools and equipment. The companies who do invest in tools and equipment differentiate themselves and are far more successful.

- Commit to staying accurately informed. There are so many informative trade publications available to you. Keep in mind information is not only for the owner and manager; share this information with all the appropriate technicians and personnel in your business.

When I speak with all the trainers that provide the training classes for ADS I hear the same story: they tell me “there is a lack of students attending classes.” They also tell me they receive many calls asking for assistance.

CONTINUED ON PAGE 26
Components For Common Rail Unit Injectors and Diesel Fuel Injection Pumps
In the past 15 years advertising has changed a great deal. The days of a Yellowpage listing in the phonebook being effective are long gone. Without a doubt, the internet has completely revolutionized the way we do business and the way we advertise. When it comes to advertising and marketing your business online, you have many options.

The most obvious option is company website, but there is much more to building a website than some pictures and text. Your website should tell your story and educate your customers about what you do. It should be easy to navigate and have clear pictures that load quickly. The layout of the site is imperative as the content itself. For example: The businesses’ contact information should be listed at or near the top as many people will go to your site just to get the phone number. Remember, for many people your website will be their first impression of your business, a lack luster website may result in a poor first impression. Also, your website is not a onetime build and forget kind of thing. It should be regularly updated with fresh content and be completely revamped every few years to stay with current designs. It should be mobile friendly as well. Mobile devices such as cell phones and tablets are quickly becoming the primary devices for online browsing. A website that is not mobile friendly will not only rank lower on search engines, but will also turn customers away from your site due to their difficulty of use.

Like it or not, social media is an ever growing internet powerhouse. Though your company should have a presence on social media, it should not be your only form of web marketing. If you do decide to add social media to your web marketing portfolio (Facebook, Twitter, etc), be ready to maintain it. Many search engine rankings depend on social media activity. A dormant Facebook page will rank lower than one with posts several days a week. Furthermore, posts should be showing off your business. You can use it to debut a new product line you offer, or a new service, but you should stay away from things like “We changed Suzy’s oil today” … let’s face it, nobody cares.

Of course, the greatest website would be worthless if it cannot be found. This is where Search Engine Optimization (SEO) comes in. Without a doubt, the undisputed king of search engines is Google. And because of this, your site should appeal to Google. The algorithms that Google uses to rank websites are ever changing. A well-built site may organically rank well on search engines today, but to keep it at or near the top you will need to invest in the talents of experts that are “Google Partner” certified. Though it may seem easy (and cheaper) to use your nephew, who is a self-proclaimed internet “wiz”. Much like rebuilding a fuel injection pump, web marketing should be left to people that know what they are doing.
CHANGE – Are you ready?

By Lea Ann Reed
Changes happen every day. In your business, home, family, or world, change happens. Some are big, some are small. You are ready for some changes, some are a surprise. When it comes to your business and the changes happening within and outside of your control, are you ready to adapt with them or will you keep going down the same road and get left behind?

Over the decades approaches to change management have varied in their scope and focus. The idea started in the 1960’s when Everett Rogers published his *Diffusion of Innovations* proposing how people respond to change could be categorized in four groups: Early Adopters, Early Majority, Late Majority and Laggards. Where you or your company fell in these categories determined how adaptable and flexible you or your company were. The term “change management” came about in the 1980’s and in the following decades the concept took off as technology forced many industries and companies to take a new look at how they did business.
The Association of Change Management Professionals defines change management as a deliberate set of activities that facilitate and support the success of individual and organizational change and the realization of its intended business results. Many times, you will see this associated with large corporations but in such a flexible and changing economy these principles also apply to small businesses. There are many models out there you can use to help facilitate your change management but for now let’s look at the above definition and break down what it really means.

Deliberate Set of Activities – this implies there is a plan involved. Your company must know how it will deal with change in a broad sense as well as specific changes. Will all changes come from the top down? Will your company welcome changes from middle management or entry level employees? This also implies the steps have been thought out and are not reactionary. Change management is a concrete plan, not a reactionary procedure – you are managing the changes, not the other way around.

That Facilitate and Support - What are the activities going to do? What are the actions intended to change? What sort of support structure are you putting in place to help employees at all levels handle the changes implemented? This area is quite complex and can address not only the concrete changes but the intangibles as well. For example, one area is changing the current mix of employees to streamline processes. Do you have a plan in place on how you will handle the employees you may have to lay off or do you have a plan to hire the new skill sets you need?

The Success – Change management isn’t here just for change sake. The goal is to continue your business down a successful path. Will the changes you have planned bring about this success? How will they continue to contribute to this success? As well as you can, identify how the plan will impact the company in a positive and constructive way.

Of Individual and Organizational Change – The changes you plan will impact your employees and other stakeholders on a personal level as well as the company as a whole. You will need to ensure you are ready to address the impacts the changes have on individuals in order to reduce the stress placed on them. Having stressed employees who are not secure in the knowledge of what is happening can lead to poor moral and performance. Don’t assume your employees can handle the changes and don’t forget to communicate along each step.

The Realization of its Intended Business Results – What will the changes accomplish? How will they impact your business for the better and how are you going to measure the results. A key to any plan is having measurable results. This is true with change management as well. You will need to determine how you will measure the success of the plan.

Here are Ten Principles for Change Management from John Jones, DeAnne Aguirre, and Matthew Calderone. While these speak to a larger corporate structure they can still be applied to small businesses.

1. Address the “human side” systematically. Any significant transformation creates “people issues.” New leaders will be asked to step up, jobs will be changed, new skills and capabilities must be developed, and employees will be uncertain and resistant. Dealing with these issues on a reactive, case-by-case basis puts speed, morale, and results at risk. A formal approach for managing change — beginning with the leadership team and then engaging key stakeholders and leaders — should be developed early, and adapted often as change moves through the organization. This demands as much data collection and analysis, planning, and implementation discipline as does a redesign of strategy, systems, or processes. The change-management approach should be fully integrated into program design and decision making, both informing and enabling strategic direction. It should be based on a realistic assessment of the organization’s history, readiness, and capacity to change.

2. Start at the top. Because change is inherently unsettling for people at all levels of an organization, when it is on the horizon, all eyes will turn to the CEO and the leadership team for strength, support, and direction. The leaders themselves must embrace the new approaches first, both to challenge and to motivate the rest of the institution. They must speak with one voice and model the desired behaviors. The executive team also needs to understand that, although its public face may be one of unity, it, too, is composed of individuals who are going through stressful times and need to be supported.

Executive teams that work well together are best positioned for success. They are aligned and committed to the direction of change, understand the culture and behaviors the changes intend to introduce, and can model those changes themselves. At one large transportation company, the senior team rolled out an initiative to improve the efficiency and performance of its corporate and field staff before addressing change issues at the officer level. The initiative realized initial cost savings but stalled as employees began to question the leadership team’s vision and commitment. Only after the leadership team went through the process
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of aligning and committing to the change initiative was the work force able to deliver downstream results.

3. **Involve every layer.** As transformation programs progress from defining strategy and setting targets to design and implementation, they affect different levels of the organization. Change efforts must include plans for identifying leaders throughout the company and pushing responsibility for design and implementation down, so that change “cascades” through the organization. At each layer of the organization, the leaders who are identified and trained must be aligned to the company’s vision, equipped to execute their specific mission, and motivated to make change happen.

A major multiline insurer with consistently flat earnings decided to change performance and behavior in preparation for going public. The company followed this “cascading leadership” methodology, training and supporting teams at each stage. First, 10 officers set the strategy, vision, and targets. Next, more than 60 senior executives and managers designed the core of the change initiative. Then 500 leaders from the field drove implementation. The structure remained in place throughout the change program, which doubled the company’s earnings far ahead of schedule. This approach is also a superb way for a company to identify its next generation of leadership.

4. **Make the formal case.** Individuals are inherently rational and will question to what extent change is needed, whether the company is headed in the right direction, and whether they want to commit personally to making change happen. They will look to the leadership for answers. The articulation of a formal case for change and the creation of a written vision statement are invaluable opportunities to create or compel leadership-team alignment.

Three steps should be followed in developing the case: First, confront reality and articulate a convincing need for change. Second, demonstrate faith that the company has a viable future and the leadership to get there. Finally, provide a road map to guide behavior and decision making. Leaders must then customize this message for various internal audiences, describing the pending change in terms that matter to the individuals.

A consumer packaged-goods company experiencing years of steadily declining earnings determined that it needed to significantly restructure its operations — instituting, among other things, a 30 percent work force reduction — to remain competitive. In a series of offsite meetings, the executive team built a brutally honest business case that downsizing was the only way to keep the business viable, and drew on the company’s proud heritage to craft a compelling vision to lead the company forward. By confronting reality and helping employees understand the necessity for change, leaders were able to motivate the organization to follow the new direction in the midst of the largest downsizing in the company’s history. Instead of being shell-shocked and demoralized, those who stayed felt a renewed resolve to help the enterprise advance.

5. **Create ownership.** Leaders of large change programs must overperform during the transformation and be the zealots who create a critical mass among the work force in favor of change. This requires more than mere buy-in or passive agreement that the direction of change is acceptable. It demands ownership by leaders willing to accept responsibility for making change happen in all of the areas they influence or control. Ownership is often best created by involving people in identifying problems and crafting solutions. It is reinforced by incentives and rewards. These can be tangible (for example, financial compensation) or psychological (for example, camaraderie and a sense of shared destiny).

At a large health-care organization that was moving to a shared-services model for administrative support, the first department to create detailed designs for the new organization was human resources. Its personnel worked with advisors in cross-functional teams for more than six months. But as the designs were being finalized, top departmental executives began to resist the move to implementation. While agreeing that the work was top-notch, the executives realized they hadn’t invested enough individual time in the design process to feel the ownership required to begin implementation. On the basis of their feedback, the process was modified to include a “deep dive.” The departmental executives worked with the design teams to learn more, and get further exposure to changes that would occur. This was the turning point; the transition then happened quickly. It also created a forum for top executives to work as a team, creating a sense of alignment and unity that the group hadn’t felt before.

6. **Communicate the message.** Too often, change leaders make the mistake of believing that others understand the issues, feel the need to change, and see the new direction as clearly as they do. The best change programs reinforce core messages through regular, timely advice that is both inspirational and practicable. Communications flow in from the bottom and out from the top, and are targeted to provide employees the right information at the right time and to solicit their input and feedback. Often this will require overcommunication through multiple, redundant channels.

In the late 1990s, the commissioner of the Internal Revenue Service, Charles O. Rossotti, had a vision: The IRS could treat taxpayers as customers and turn a feared bureaucracy
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into a world-class service organization. Getting more than 100,000 employees to think and act differently required more than just systems redesign and process change. IRS leadership designed and executed an ambitious communications program including daily voice mails from the commissioner and his top staff, training sessions, videotapes, newsletters, and town hall meetings that continued through the transformation. Timely, constant, practical communication was at the heart of the program, which brought the IRS’s customer ratings from the lowest in various surveys to its current ranking above the likes of McDonald’s and most airlines.

7. Assess the cultural landscape. Successful change programs pick up speed and intensity as they cascade down, making it critically important that leaders understand and account for culture and behaviors at each level of the organization. Companies often make the mistake of assessing culture either too late or not at all. Thorough cultural diagnostics can assess organizational readiness to change, bring major problems to the surface, identify conflicts, and define factors that can recognize and influence sources of leadership and resistance. These diagnostics identify the core values, beliefs, behaviors, and perceptions that must be taken into account for successful change to occur. They serve as the common baseline for designing essential change elements, such as the new corporate vision, and building the infrastructure and programs needed to drive change.

8. Address culture explicitly. Once the culture is understood, it should be addressed as thoroughly as any other area in a change program. Leaders should be explicit about the culture and underlying behaviors that will best support the new way of doing business, and find opportunities to model and reward those behaviors. This requires developing a baseline, defining an explicit end-state or desired culture, and devising detailed plans to make the transition.

Company culture is an amalgam of shared history, explicit values and beliefs, and common attitudes and behaviors. Change programs can involve creating a culture (in new companies or those built through multiple acquisitions), combining cultures (in mergers or acquisitions of large companies), or reinforcing cultures (in, say, long-established consumer goods or manufacturing companies). Understanding that all companies have a cultural center — the locus of thought, activity, influence, or personal identification — is often an effective way to jump-start culture change.

A consumer goods company with a suite of premium brands determined that business realities demanded a greater focus on profitability and bottom-line accountability. In addition to redesigning metrics and incentives, it developed a plan to systematically change the company's culture, beginning with marketing, the company’s historical center. It brought the marketing staff into the process early to create enthusiasts for the new philosophy who adapted marketing campaigns, spending plans, and incentive programs to be more accountable. Seeing these culture leaders grab onto the new program, the rest of the company quickly fell in line.

9. Prepare for the unexpected. No change program goes completely according to plan. People react in unexpected ways; areas of anticipated resistance fall away; and the external environment shifts. Effectively managing change requires continual reassessment of its impact and the organization’s willingness and ability to adopt the next wave of transformation. Fed by real data from the field and supported by information and solid decision-making processes, change leaders can then make the adjustments necessary to maintain momentum and drive results.

A leading U.S. health-care company was facing competitive and financial pressures from its inability to react to changes in the marketplace. A diagnosis revealed shortcomings in its organizational structure and governance, and the company decided to implement a new operating model. In the midst of detailed design, a new CEO and leadership team took over. The new team was initially skeptical, but was ultimately convinced that a solid case for change, grounded in facts and supported by the organization at large, existed. Some adjustments were made to the speed and sequence of implementation, but the fundamentals of the new operating model remained unchanged.

10. Speak to the individual. Change is both an institutional journey and a very personal one. People spend many hours each week at work; many think of their colleagues as a second family. Individuals (or teams of individuals) need to know how their work will change, what is expected of them during and after the change program, how they will be measured, and what success or failure will mean for them and those around them. Team leaders should be as honest and explicit as possible. People will react to what they see and hear around them, and need to be involved in the change process. Highly visible rewards, such as promotion, recognition, and bonuses, should be provided as dramatic reinforcement for embracing change. Sanction or removal of people standing in the way of change will reinforce the institution’s commitment.

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INTRODUCTION

KTS Turbobillet X (KTS) is a specialty manufacturer of high performance Machined-From-Solid (MFS) Compressor wheel, also known as Billet Impeller.

Our value proposition is exctement—all that we do revolves around offering you technology, performance, selection, delivery and lowest risk. KTS billets are proven around the world and insisted by a discerning customer base consisting over 600 turbo specialists, turbo manufacturers, tuners and race teams.

PROMISE OF KTS

"It is an unbearable thought to me that someone using my performance impellers judge them as non-exciting or inferior. Our impellers must stand any objective test. They must be of high performance and superior in every aspect. I have built the KTS business model on this principle: rather lose money than lose the trust of my customers. The integrity of my promise and trust in the performance of my impellers always means more to me than temporary gain."

Mike Toh (Michael Zuo)
Owner CEO | Chief exctement Officer
Bosch Shows off Concept of Trucking Future at IAA

Bosch showed off the “VisionX” concept study it is using to demonstrate commercial vehicles’ capabilities in just a few years. Fully connected and in some cases offering automated driving, they will run on highly efficient diesel or electricity.

- **New display and user interfaces.** Bosch is putting large displays and touch screens in trucks to make connectivity and infotainment functions easy to use.

- **Digital exterior mirror:** The Mirror Cam System replaces the two side-view mirrors, reducing wind resistance and cutting fuel consumption by 1 to 2%.

- **Connected horizon:** Bosch’s electronic horizon advanced cruise control is being expanded to include real-time data.

- **Camera system:** The MPC 2.5 multi-purpose camera with integrated image processing identifies, classifies, and locates objects in the vehicle’s surroundings.

- **ServoTwin steering:** Bosch ServoTwin electro-hydraulic steering system offers speed-dependent steering support with active response and consumes less fuel than purely hydraulic steering.

- **Electrical hybrid powertrain:** Bosch’s parallel hybrid system with 120 kW of power for heavy commercial vehicles can cut fuel consumption by up to 6%. The main components for long-haul transport are the electric motor and power electronics. The space-saving electric drive is integrated into the powertrain, so no extra transmission is needed. It assists the internal-combustion engine, recovers energy, enables coasting, and makes electric driving possible.

Continental Buys a Majority Stake in Zonar

The Continental Corp. has acquired a majority stake in Zonar Systems, a company specializing in fleet management solutions for commercial vehicles. The terms of the deal were not disclosed but with a majority stake, Continental will be able to expand its fleet management business presence in the U.S. market. The purchase contract gives Continental an 81% stake in Zonar leaving Daimler to retain its existing 19% share. The acquisition is expected to be completed by the fourth quarter of 2016.

Zonar was started in 2001, providing fleet telematics across commercial trucking, vocational and passenger fleets. Zonar offers an electronic verified inspection reporting system to ensure pre- and post-trip inspection compliance as well as mobile ELD solutions. It is also the OEM partner for Daimler Trucks NA’s Virtual Technician solution.

Cummins Begins Production of X15 Series Engines at Jamestown Plant

Cummins Inc. rolled out the latest generation heavy-duty engine, the 2017 X15, at its Engine Plant in Jamestown, NY. The next-generation X15 heavy-duty engines exceed U.S. EPA 2017 greenhouse gas (GHG) and fuel-efficiency standards, with lower fuel consumption, extended service intervals, enhanced performance and the highest quality standards across a 400-605 hp ratings range. The X15 introduces an innovative approach to duty-cycle optimization, with two configurations, available as the X15 Performance Series and the X15 Efficiency Series.

Both configurations are available in limited production through the remainder of 2016 with full production beginning in January, 2017. The new X15 builds on the current ISX15 product with the implementation of an optimized compression ratio, air handling system and combustion process to increase both fuel efficiency and performance capability. Customers will realize up to 20% better fuel economy and 40% lower maintenance costs than 2010 ISX15 engines.

Every X15 also comes factory-ready to connect to a capable telematics system that enables Over-the-Air (OTA) engine programming, customization, and diagnostics. With Connected Solutions, drivers and fleet managers can manage their vehicle, make quick decisions and even update an engine with the latest calibration remotely.

The X15 Performance Series is rated at 485-605 hp and provides an ideal power match for heavy-haul, vocational and emergency vehicles with a peak torque of up to 2,050 lbs.-ft. delivered across a wide engine rpm range, and up to 600 hp engine braking at 2,100 rpm. For line-haul and regional-haul applications, the X15 Efficiency Series offers an unmatched level of fuel efficiency and payload productivity, with a 400-500 hp ratings range and up to 1,850 lbs.-ft. of peak torque available at 1,000 rmp.
Most leaders contemplating change know that people matter. It is all too tempting, however, to dwell on the plans and processes, which don’t talk back and don’t respond emotionally, rather than face up to the more difficult and more critical human issues. But mastering the “soft” side of change management needn’t be a mystery.

From mindtools.com is a list of typical change management activities:

- Ensuring there is clear expression of the reasons for change, and helping the sponsor communicate this.
- Identifying “change agents” and other people who need to be involved in specific change activities, such as design, testing, and problem solving, and who can then act as ambassadors for change.
- Assessing all the stakeholders and defining the nature of sponsorship, involvement and communication that will be required.
- Planning the involvement and project activities of the change sponsor(s).
- Planning how and when the changes will be communicated, and organizing and/or delivering the communications messages.
- Assessing the impact of the changes on people and the organization’s structure.
- Planning activities needed to address the impacts of the change.
- Ensuring that people involved and affected by the change understand the process change.
- Making sure those involved or affected have help and support during times of uncertainty and upheaval.
- Assessing training needs driven by the change, and planning when and how this will be implemented.
- Identifying and agreeing the success indicators for change, and ensure they are regularly measured and reported on.

Having a change management plan will help your company be proactive instead of reactive in this ever-changing industry.

Editor's Note: For more information on change management and tools to help you facilitate your plan, visit https://www.mindtools.com/pages/article/newPPM_87.htm. To read the full article on the 10 Principles of Change Management visit http://www.strategy-business.com/article/rr00006?gko=643d0.
Daimler Chief Expects Slow U.S. Truck Sales Through Mid 2017

Calling the current downturn in U.S. Class 8 truck sales “a bit unexpected,” Martin Daum, president and CEO of Daimler Trucks NA, now expects those slow sales to continue through the first half of 2017. And while he believes sales will pick up in the second half, “they won’t be enough to offset the first half, so we’re seeing 2017 as off slightly from this year,” he said. Overall Class 6 to 8 retail sales in the U.S. will end the year down 16% from 2015, with almost all the loss coming in Class 8, according to Daum. Heavy truck sales will be off 26% from 2015 levels, he said. With expectations that interest rates will remain relatively low and the economy will continue to register growth, Daum now sees a return to stronger Class 8 sales finally coming in 2018. Those sales will be driven by fleets beginning to refresh aging equipment, he said. A goal for DTNA in the coming year is to successfully manage the market cycles no matter where the final numbers end up.

ACT Research forecasts U.S. retail Class 8 sales ending the year at 210,000 trucks, down from 253,000 in 2015. ACT chief economist Kenny Veith told Fleet Owner that his most recent calculations put 2017 sales in the range of 150,000 to 154,000 units, with a fairly strong resurgence following in 2018. Turning to other topics, Daum called the recently release GHG Phase 2 reduction proposal “challenging but achievable” by fine-tuning existing technology. He praised federal regulators for working with industry to develop a plan that gives truck manufacturers “flexibility, lead time and certainty… without surprises or disruptions.” While Daum doesn’t rule out any new technologies, Daimler “definitely won’t need waste heat recovery, battery power or natural gas” to reach the 2020 to 2027 Phase 2 requirements.
GM Redesigns Duramax 6.6L for 2017 Silverado, Sierra

General Motors has announced that a newly redesigned Duramax 6.6L V-8 turbo-diesel will be offered on the 2017 Silverado HD and 2017 Sierra HD. The engine features a new air intake system and an enhanced oiling circuit. The engine is certified at 445 hp and 910 lb.-ft. of torque - a 19% increase in max torque over the current Duramax 6.6L. The redesigned turbo-diesel’s performance is quieter, with engine noise at idle reduced 38%, GM said. The Duramax’s new vehicle air intake system drives cool air into the engine, allowing cooler engine temperatures during difficult conditions, such as trailering on steep grades, according Chevrolet. Cooler air helps the engine run better under load, especially in conditions where engine and transmission temperatures can rise quickly.

The engine features an enhanced oiling circuit, with higher flow capacity and a dedicated feed for the turbocharger, which provides increased pressure at the turbo and faster oil delivery. Larger piston-cooling oil jets at the bottom of the cylinder bores spray up to twice the amount of engine oil into oil galleries under the crown of the pistons, contributing to lower engine temperature and greater durability, according to the company. An integrated oil cooler with 50% greater capacity than the current engines ensures more consistent temperatures at higher engine loads.

The Duramax employs a common-rail direct injection fuel system with new high-capability solenoid-type injectors. High fuel pressure of 29,000 psi (2,000 bar) promotes improved fuel atomization for a cleaner burn that promotes reduced particulate emissions, according to Chevrolet. The new injectors also support up to seven fuel delivery events per combustion event, contributing to lower noise, greater efficiency, and lower emissions.

The integrated exhaust brake system makes towing less stressful by creating added backpressure in the exhaust, resulting in negative torque during deceleration and downhill driving, enhancing driver control, and prolonging brake pad life. The new Duramax 6.6L is capable of running on B20 biodiesel, a fuel composed of 20% biodiesel and 80% conventional diesel.

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How many shop owners and managers out there would like to increase your revenues by 15-20%? Probably all of you reading this, it would feel safe to assume. You have probably tried basic advertising campaigns including newspaper, radio and maybe even some T.V. You have probably even done some social media promotions. Now let’s talk about another way to get the word out about your business. What is this alternative method? Talk radio! How many of you listen to a sports or news talk radio station each day? What if you could use this to promote your business and debunk any misconceptions about the diesel industry to boot?

Well about 7½ years ago an opportunity arose to co-host a show on the local talk radio station, TALK 102.3 FM. The name of the show is “The Car Clinic” and discussions center on maintenance issues for cars and trucks, diesel and gas. The co-host for the show is Chuck Miller of Hixson Transmission and Total Car Care. Dr. Diesel (Mike Perkins) and Professor Over-Drive (Chuck Miller) field calls each Saturday morning from 8-9am, talking about problems seen in the day-to-day drive-in business. Discussions center on why it is important to use fuel additives, change filters, and the necessity of everyday maintenance. Callers are also assisted with troubleshooting their problem live on the air.

How does the show keep listeners engaged if all the talk is about vehicle issues? Well, it is not always so serious! The hosts and callers have fun and interact with one another, joking about what is happening in the world locally and nationally. So, how does this help your business? There are problems that can’t be answered on the air and the callers are invited to call or stop by one of the shops. You may say if this person is trying to fix his vehicle themselves, “How does that help my bottom line?” That person may not be your target demographic but the other listeners hear how you communicate with this person and many times they are your target. Some people don’t want to call in because they feel their question may be stupid or irrelevant to others. The only irrelevant or stupid question is the unasked one, for the record. There are also links to the Facebook pages for “The Car Clinic” and “Diesel Plus” where questions can be taken also.

Some people call in at times that the internal thoughts are “OMG!” But they are treated with respect just as you would in your shop only now all the other listeners hear the interaction and understand how you treat your customers. People come in all the time and ask for Dr. Diesel, and there is a lot of ribbing by friends, but it works. By the way “DR. DIESEL” is said in the deepest voice possible which is still high pitched. These customers come in and say “I listen every Saturday” many of these are women. These customers most times will talk to you as if they have known you forever they feel comfortable and that you are being honest because they have listened and heard your responses to others.

This may not be for everyone but it has worked for Diesel Plus. The cost is a very small percentage of the total budget but it pays off exponentially. As with anything the radio show is a work in progress that continues to help Diesel Plus grow. Maybe this approach could help your business as much as it helps Diesel Plus.
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Gary Brook, Technical Engineer
From the President
CONTINUED FROM PAGE 9

wrong person out there or if you put a sales person out there that had not been properly trained.

When we start out a new technician in our shop operation we spend months letting them do simple tasks like tearing down units, clean parts etc. If they make it through that stage then they spend months under the wing of an experienced technician. They are then trained to rebuild our products and are supervised and watched over and their work and rechecked for a long period of time. We need to be as thorough with our sales training as we are with our technical training. When we send a person out of our building into the field we need to feel like they have been trained to the best of their ability and that we have given them every chance to succeed. We then need to monitor their work and sales performance and continue to coach them to success.

Carl Fergueson

From the Executive Director
CONTINUED FROM PAGE 9

in the repair of some type of application. The first question to the caller from the trainer is: have you had training in this subject? A good deal of the time the reply is no.

Effective education and training is best attained when it is a fundamental part of your business plan. We at ADS are here to be your partner in training and education for your business. Plans for the 2017 training schedule are well on their way.

Please call or e-mail with your feedback and suggestions, your input is valuable to planning future training. Prefer to communicate with us electronically? Use your smartphone or tablet and scan the QR code on this page and look for the new FEEDBACK FORM on the top right side of the ADS web page.

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### Vision

We, the membership of The Association of Diesel Specialists, see ourselves as the leading international organization of professionals that provides sales and expert service for yesterday’s, today’s and tomorrow’s diesel systems.

Our goal is to be the complete resource for training, technical service information, member promotion and networking opportunities. Our Association encourages participation at all levels of membership and is operated with the highest level of fiscal integrity. We embrace the economical, durable and clean diesel engine as one of the key elements for addressing global pollution and fossil fuel depletion.

### Green Statement

The Association of Diesel Specialists (ADS) believes in the future of clean diesel as part of an environmental solution to global greenhouse gas issues. ADS believes in the future of the inherently more efficient clean diesel power plant as a method of reducing our dependence on fossil fuels. ADS applauds the work of engine manufacturers in their efforts to continuously reduce emissions in diesel engines to near infinitesimal levels. ADS believes that the use of clean diesel will improve the sustainability of consumers, businesses and communities by reducing the environmental and societal cost of their activities.

ADS does not condone the use of devices made to intentionally contravene emission controls for use in equipment or vehicles used on a regular basis. ADS believes that intentionally bypassing or altering emission controls in the name of performance enhancement undermines individual and group efforts to promote the use of clean diesel as a viable alternative power plant for the future.
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