Aligning Goals of Stakeholders in the Family Firm
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Diesel Specialties began business in 1964 and in 2009 Andy Girres purchased the Sioux City location. Read about how Diesel Specialties has grown and changed with the times.

If disaster were to strike, do you wonder how long it would take for your business to return to normal?
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:

### 6.0l no acceleration until warms up

**Dec 15**
I have a customer with 6.0l that starts good, idles good but intermittently when you try to accelerate it will not rev up at all and after a few minutes it will a little but not fully and then after about 10 minutes it will accelerate and then runs fine. The next time you start it, it may be fine but every now and then it acts up again with the same 10 minute process. Any ideas?

**Dec 15**
Check for a clogged catalytic converter.
Unhook the downpipe at the cat and run it.

**Dec 15**
check egr valve

**Dec 15**
I literally was typing a email with the same complaints. The one we have is a VT365 in a 03 f650. So far all I can tell you is what hasn’t fixed it.
We pulled injectors, and tested them found 2 bad. Replaced 2.
We pulled turbo, and found a worn unison ring. Replaced it
Checked fuel pressure, and for aeration.
Vehicle responds, will idle up under KOER.
Had International check it, they couldn’t find anything but reprogrammed a tester ECM, and FICM for me to try. Made no difference.
Called Ford they said “Most probable cause” was ICP. That didn’t jive to well with me cause desired and actual always matches. But, I had a tester and it didn’t make a difference.
I did find that when it is acting up if I unplug the MAP sensor everything comes back. So I checked the wiring/ computer by sending the signal open and then shorting it over. It sweep’ed both ways.
I will rarely get a VGT out of range of code.
Ohh and a we installed a tester EGR valve.
6.0l no acceleration until warms up (continued)

Dec 18
On the VT365 I have that’s doing the same thing, we tried the IPR but same issues. Ours though does react with higher ICP during the KOER.
I checked to see if there was a short to ground on the 5v driver most of the sensors use. But, had 5.1 volts while it was acting up.
Our truck has a Allison trans so just as a shot in the dark I had a Allison tech run on a scan on the Trans. But, it came back clear.

Dec 18
Just to give you guys an update on the 6.0l. I am not working on the truck but I just talked to him and he is still playing with it but it is a lumber yard and I have my doubts if he is going to figure it out but I have spent lots of time talking to him and giving all of your input. I know he says he is going to try the EGR AND CAT. as soon as he gets to it. Thanks for your input and I will let you know.
This one is optional if space allows

Jan 15
I had a call from a friend/customer who has a neighbor with a 6.7L.
Apparently, the Ford dealer will not replace a fuel pump without replacing all injectors and lines.
Anyone know of a problem with this system that would require this?
Kinda sounds to me like they have been bit before and it didn’t feel too good.

Jan 15
Possible DEF contamination.

Jan 15
Yes, in a fuel contamination issue DEF, Water, Rust, or Dirt will ruin the whole system. Also if there was a pump internal failure that poured metal grindings throughout the system, the only way to be 100% sure is to replace. Maybe if the customer just replaced the failed pump and then had a repeat failure or a total engine loss he might look at this from a different perspective. Any damaged or possibly damaged component is a risk that most shops don’t want to take.
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From the President

ADS and Networking

I recently attended our Central Distributors Service Dealer meeting. This dealer meeting had a similar format as our International Convention. Some of the major fuel system and turbo manufactures were present and gave presentations, some talking for nearly 45 minutes. There were a dozen small exhibit tables set up for vendors to display a few of their products. Overall there was a good feeling of camaraderie and all seemed to enjoy the meeting.

Even though the meeting was enjoyable and informative, I felt there was limited time for networking with people from other shops to exchange ideas and “war stories”. Though most of the shops at the dealer meeting are regional competitors, we respect each other and in many cases rely on each other. It reminded me of why I’m an ADS member. All company’s experience the same problems from time to time. Whether it’s uncertainty of your direction, supply chain issues, lack of innovation, or the need to diversify your services… you need a broader picture of your industry and the opportunity to exchange ideas with likeminded individuals.

The dealer meeting gave me the opportunity to talk about ADS with those dealers that were not members and educate them of the advantages of membership. Many of you will be attending your central distributors meeting this coming year. I encourage you to take this opportunity to seek out those dealers that are not ADS members and explain the many benefits of being a member.
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am often asked the question; what is a trade association? The following description is of a typical association, keep in mind there are many thousands of associations worldwide and each one varies tremendously. I have tried to point out below some of the variations as applied to ADS, mainly in that ADS is not a lobbying association.

Trade associations such as ADS are organizations that create a means for businesses involved in a given industry to interact to the mutual benefit of all concerned. Associations are funded by contributions made by the member companies, the association often functions as a means of enhancing the public image of the industry in general, or providing a unified voice to lobby (ADS does not) on matters of legislation that are anticipated to have an impact on the industry. Along with these two important functions, this type of association may also provide a forum to educate the general public about a given industry and its chief products or services.

In many instances, a trade organization is set up as a non-profit organization, (ADS is a 501 c6.) This type of business organization makes it possible for companies involved in the same industry to work together on issues of common concern. To a degree, a trade organization helps to protect the integrity of an industry, in that it normally sets standards that all members must abide by in order to be considered in good standing. Failure to comply on the standards set and maintained by the peer group who operate the trade association can lead to exclusion from the association and lose a great deal of credibility in the eyes of the buying public.

The trade organization often provides the mechanism necessary to make the voice of the industry known either by education or in the law making process. Often member companies will work through a trade association as a means of promoting legislation that is anticipated to be in the best interests of the industry. At the same time, the association may lobby against legislation that is perceived as being detrimental to the industry in some manner. (Here again please keep in mind ADS does not lobby in any way. I am just pointing out some examples.)

“Trade associations such as ADS are organizations that create a means for businesses involved in a given industry to interact to the mutual benefit of all concerned.”

While many companies mount public relations and marketing plans to raise the visibility of the company and its products with consumers, a trade association will also attempt to educate the public and generate interest. Rather than focusing on the products or services of a particular company, trade associations will engage in marketing and publicity campaigns that entice consumers to purchase and enjoy the goods or services produced by a particular industry. Part of the marketing approach is accomplished by providing facts, figures and education that consumers can easily grasp. The education effort of a
out of necessity, our parts personnel see an increasing need to manage a whole new evolution of parts. Changing product life spans, changing emissions standards, rising individual part values, core management, and tracking of sales and opportunity are among the more crucial factors in the future success of any parts department.

The OEM diesel engine suppliers are mandated by federal legislation to produce cleaner burning diesel engines with fewer particulates and less environmental burden. In doing so, parts suppliers must adjust with the demands of the current environmental regulations as well. Makers of turbochargers, common rail injectors and exhaust gas regulator (EGR) valves would be examples of suppliers who must pour endless resources and capital into research and development to meet the next tier of emissions criteria.

In the past, the traditional fuel shop would have a parts department that would be able to carry part numbers having a life span of up to 10 years for on-highway applications and upwards of 20 years for off-highway applications. Now we have evolved to the point where parts such as injectors may have a production life span of a year or less. Turbocharger design modifications cause model super cessions with each passing year, and EGR valves and coolers are finding their way onto most on-and off-road applications. With emission standards becoming more stringent (North America 2010 is next), we are forced to further manage our inventories with greater insight and knowledge.

This forces an efficient parts department to always evolve, adapt and embrace today’s technology and the demand it places on the persons in charge of our inventories. It is critical to understand the needs of the region. In certain regions of our responsibility there can be part numbers that will last far longer than the same part numbers in a different area of the country. In California, for example, there is now a demand for diesel particulate filter servicing and many shops are now making it part of their business plan, while in Alberta there would be more of a demand still for the old mechanical components used in the smoke belching gravel trucks lumbering down the roads. Both situations arise as a result of differing governmental emissions regulations and the dates of their implementation.

“There will always be continuous changes in the diesel business, but the time is now to act so as not to get lost in the technology shuffle.”

So just how do we stay on top of our game? An efficient parts department will weigh great importance in the tracking of sales as it’s the best indicator into the development of product demands. As the first person our customers talk to on the end of the phone line, parts people are not only on the front line of industry demand but they are the key communicator within an organization.

CONTINUED ON PAGE 30
Aligning Goals of Stakeholders in the Family Firm

By Otis W. Baskin, Ph.D

The best way to try to unravel the issues and ensure sustainability of the company through many generations is to separate governance, economics, management and ownership.

Shareholders in family companies frequently come into conflict as the company grows, the shareholder mix changes, generations succeed each other, outside investors appear and non-family professional managers are hired. The biggest divergence of interest develops between shareholders who actively participate in the management of the company (“insiders”) and those who do not (“outsiders”). These groups tend to become misaligned in terms of their personal financial goals and their priorities for company operations, dividends and distributions, long-term corporate goals, governance and control.

Classes and types of stock
Insiders may be interested in the governance and management of the company and the influence they can exert through voting their shares to elect directors and run the company. Outsiders may be more concerned about the economic returns of ownership a return on their capital. Some shareholders may prefer a predictable and steady stream of dividends to support their lifestyle. Other shareholders may be more interested in the capital appreciation of their shares and may not want to pay taxes on dividends. Some shareholders will have estate and tax planning as a priority, and others will not.

The traditional resolution to this dilemma is to establish different classes or types of stock. If governance is a priority consideration for some shareholders but not for others, a company may choose to issue different classes of common stock to certain shareholders, board members or company founders, to keep the voting power concentrated in the hands of a few. The company can establish one class of stock that has voting, or disproportionate voting, rights relative to another class. The non-voting (or low-voting) class may be compensated with a larger dividend payment as consideration for giving up voting power. They may retain the right to vote equally on certain extraordinary corporate events, but they will not have a significant voice in the governance of the company.
Occasionally shareholders are divided less by their concern about control of the company and their voting rights than by diverging economic interests. Some shareholders want current yield. Some want capital appreciation. Some are more concerned about reinvesting in the company, and some would rather see shareholder distributions.

There is a practical way to address the interests of yield-conscious shareholders who want higher dividends and less equity capital appreciation. The company (unless it is an S corporation) can establish a different class of corporate stock—a preferred stock—and exchange these shares for the common shares of the yield-conscious shareholders. Preferred shares are an entirely different type of security, affording their owners priority dividend payments and a higher position than common shares in the event of a liquidation or bankruptcy. For example, preferred shares will likely have a significantly higher (and cumulative) dividend and a fixed liquidation value and liquidation preference. They may have a sinking fund that would retire the preferred shares over time and such other rights as the parties might negotiate.

Preferred shareholders would not participate in any equity value appreciation unless their preferred shares were convertible back into common stock. If the company were to be sold, these preferred shares would be purchased at their par value, not the premium value associated with common stock in a change of control transaction. This common-for-preferred exchange will alter the ownership in the company because the exchanged common shares will be retired, increasing the ownership percentage of those who do not exchange their common stock.

The problems with different classes and types of stock: While the creation of different classes and types of shares may solve the theoretical problems and issues relating to different shareholder goals and interests, these equity changes are often instituted when some owners have leadership roles in the company and others do not. In solving one problem, the equity restructuring can create others. For example, a second class of stock is frequently used when a founder gifts or sells shares to children or minority investors to allow the founder to continue to operate the company as a sole proprietor. As long as the founder is in charge and the company is successful, few complain about this ownership structure.

If all the voting shares are held by the founder (wealth creator), such a system can be functional because children and spouses recognize that person’s moral right to be the decision maker. However, when the practice continues into the next generation by giving voting shares to a sibling who is leading the company and non-voting shares to the other siblings, significant strife within the company can result. Siblings are often unwilling to allow another brother or sister to make parental-type decisions on their behalf. Likewise, most investors chafe at the thought that someone else has the ability to deploy their capital without asking their permission.

Therefore, what was envisioned as a solution to family and shareholder dysfunction is likely to be the source of such problems in the future. Owners who do not work in the company may look at the salaries, bonuses, perks and other considerations afforded their siblings and feel they are paying themselves at the expense of dividends for shareholders. These questions will be asked even in companies with exemplary governance systems, but when some owners do not have a voice it becomes a time bomb waiting to explode.

Shareholders who agreed, or at least did not object, when shares were first classified may feel very differently when the company grows but distributions to owners do not grow at the same rate. Likewise when an economic downturn comes along and the company does not have the cash to distribute without harming the future of the enterprise, shareholders who feel their management siblings are dictating the terms of the reduction may push back. Even in good times when distributions are healthy, adults who have matured substantially may feel they are not being trusted with their own inheritance if it is held in non-voting shares.

This is not to say that all schemes of stock classification have bad results. Certainly good family and company strategy can result from the classification of shares. Alan
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Mulally credits the supervoting shares that allow the Ford family to maintain control of Ford Motor Co. with enabling his brilliant strategy to strengthen the company during the last recession. These success stories may be the result of family education, communication and involvement plans as much as a system of stock classification.

Taking steps to educate family shareholders about the company they own together and structuring a proper system of corporate governance that requires managers and shareholders to communicate is the prescription for future company success and continued family harmony.

**Alternatives to different classes and types of stock**

While different classes and types of stock might work in one case, they may not work in another situation. Other ways of addressing these issues should be considered. Importantly, no one structure of ownership or equity will be right for all family entities or circumstances. The structure instead should be the result of a tailored approach for each family enterprise that incorporates flexibility and addresses the goals and objectives of the company and all the stakeholders (shareholders and other interested parties like non-shareholder management). The structure must address four primary considerations: governance, economics, operations and legal ownership.

**Governance:** Governance is the function that holds management accountable for company operations. Rather than have the governance of a firm controlled by a small group of operating owners, some families have established operating agreements that determine the manner of governance and who may participate. Family constitutions and family advisory councils can help the extended family to formulate its vision and values and coordinate the vision and values with the activity and purpose of the company. The discussions involve identifying appropriate roles for boards, managers and owners along with criteria for participation. The family should consider whether independent directors/advisers should be involved and, if so, in what manner. Family constitutions and other family decision-making tools can also aid in developing good shareholder relations.

For example, an operating agreement of an LLC could require third-party (non-shareholder) involvement in addition to representation of various family constituencies. This type of provision could persist regardless of changes in the holding of shares or interests. Governing provisions — such as a requirement that periodic meetings of family shareholders take place, or that certain decisions or changes require consent of supermajority shareholders could be adopted to stabilize the governance over time.

**Economics of ownership:** The economic consideration involves how family members are to benefit from the family enterprise. In addition to actual title ownership, it can address other matters, such as compensation, charitable foundations supported by the family, participation in governance and operations, use of the family assets, credit support and use of collateral and company assets.

Frequently, the use of trusts is considered as a means to separate ownership from how benefits are to be distributed and shared. Wealth generated by the family company could be set aside in a trust to provide benefits that supplement compensation of those who are active in the company and provide an alternative source for those who are inactive. For example, a trust might provide for distributions to different family members depending on participation in the company. It could also provide for access to other assets to maintain lifestyles or to achieve educational or other family or corporate goals.

**Management of operations:** Management issues include decisions about who can be employed and requirements to be considered, what authority would exist for family and non-family members, how compensation would be determined and whether and when functions should be performed by independents. The decisions regarding these questions can be reflected in by-laws, operating agreements, employment agreements, etc., which can function regardless of the manner in which the shares are held. For example, a family member’s participation in management could be conditioned on something other than ownership, such as education, experience and drive.

**Legal title:** Owners of the family-held enterprise must be listed for legal purposes. The family does not have to let that requirement dictate who is entitled to participate in the enterprise or enjoy...

Genuine Cummins parts may be more affordable than you might think, with lower standard prices on parts for legacy engines such as the N14 and older ISX models. Genuine Cummins parts are built to original specs by the experts who built your engine, incorporating the latest upgrades in materials and manufacturing for better performance and durability. Plus, they are backed by a full Cummins warranty honored at over 3,500 authorized service locations. Go to cumminsgenuineparts.com or visit your local Cummins distributor or authorized dealer to learn more.
Andy Girres knows the power of great mentors. Throughout his life he has been fortunate to have some amazing role models and supporters who have shown him the value of hard work and the expectations that come with doing an outstanding job.

Growing up on an Iowa farm, Andy developed his work ethic and morals from his parents. They were premier examples of how to work hard and meet expectations. After high school he hadn’t decided on a career path, so he attended technical college and studied to be a farm equipment mechanic. After graduation in 1984, he

CONTINUED ON PAGE 20
**MULTIBRAND ADAPTORS**

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worked at a John Deere dealership until a position for a technician at Diesel Specialties opened up, and he became interested. In May of 1984, Andy began his career with the Schroeters, who founded Diesel Specialties in 1964. At the time they had five locations, and in 1986 Andy took a service manager position at a branch location. Then in 1988 he took over the service manager position at the Sioux City location. Andy later served as the general service manager for all five of the Schroeters’ locations until he purchased the Sioux City location April 1, 2009. One of the biggest challenges he faced in taking ownership of Diesel Specialties was the transition from employee to owner. Thankfully he had many people he could lean on for support.

From the beginning, financial stability had been a major concern for Andy. When he decided to buy the company, one of his biggest apprehensions was finding the financing needed. Fred and Fran Schroeter made it possible. In Andy’s words, “I couldn’t have done it without the Schroeters’ help. Most employees do not have the finances to buy a company of this size.”

Today, he still worries about making sure the company is financially stable. “Equipment investments today are much higher than what they were 10 or 15 years ago so a lot more planning and thought has to go into it,” Andy notes. “It has also forced us to make some choices on what we invest in and what has to wait while trying to ensure that the company stays financially sound.”

Today, Diesel Specialties is going strong. “I always like to say it could be better, but that is just part of never being satisfied with where we are at. I think it’s important to have that attitude so that you can continue to grow as a company. We are a very diversified company working on both the really old antique fuel systems as well as having invested in common rail technology with both Denso and Bosch. Our drive in service continues to be a growing part of our business. We also enjoy many good business relationships with other [ADS] service members.”

Diesel Specialties leadership has stayed strong. Andy serves as the President of the company, and his wife, Connie, serves as the Vice President. John Nilles is the service manager, Rhonda Dahl the
The Holset E-Tool and Holset Catalog are coming soon....

...It’s got to be Holset
Shop Profile

office manager and Gaylen Baker is their lead technician. They have all been with the company 30 years or more. “I have a dedicated crew that comes to work every day, and they are the reason Diesel Specialties has been and will remain successful. It is very challenging to find qualified technicians when you need them, and it requires some patience when doing so,” Andy says.

The ups and downs of the economy over the past few years have had a limited effect on the business. “When you are in Sioux City, IA, it is pretty simple. If the farmers are doing well, then we are doing well. The last few years have been very good for farmers so it has a positive effect on any business in the Midwest. The farm economy drives everything,” Andy says.

Staying current with ever changing technology has been a challenge for the company. “Our goal has always been to be at the leading edge of new repair techniques and new repair opportunities. Unfortunately due to the investment required on a lot of this equipment, we can’t always do everything we want to do right away. It takes better planning today than it did back say 15 years ago if you are going to make these investments work. The new technology has made us better planners and also forced us to choose which technologies to invest in first.”

Andy began his involvement in ADS in 1988 when he attended his first convention.” ADS has provided our company with training opportunities at a reduced cost and also substantial savings through Biz-Unite. The most important aspect to me has been the networking opportunities ADS provides at the convention with other service members and exhibitors.” He has attended the Convention almost every year since 1988. “This is truly the only convention that revolves solely around my business. The tradeshow provides some one on one contact with suppliers, which is always valuable for a service member. Technical seminars also add a lot of value to attending.”

The future looks to bring some challenges. Andy sees more choices and more investments that he will have to make. The challenges will keep coming, but he is confident that Diesel Specialties will continue to succeed because they are committed to growth and they make a concentrated effort towards customer satisfaction. “Our reputation is being a complete shop that does good work. This is a direct reflection on our employees who take a lot of pride in what they do.”

As far as future ownership is concerned, Diesel Specialties is a family owned company, and Andy and Connie have two children ages 20 and 17. Both have had small roles in the company to this point, but they are encouraging their children to pursue what makes them happy. It may include taking over some day, or they may end up as a bass player in a rock band, a lawyer, forensic specialists or a writer. At this point they are young and exploring their options. “We support them in that quest. A college degree in something is required!”

So what is the smartest thing Andy has done? “Without a doubt it was convincing Connie to marry me 30 years ago because not much else matters if you are not happy on a personal level.” Business wise the key to his success was staying with the same job for so long. “I would never have had the opportunity to buy Diesel Specialties had I jumped around to different employers.” Sometimes it does pay to stay with your job! For those starting in the business, Andy gives this advice, “Find a good employer and stick with them, it will pay dividends in the long run. There are a lot of opportunities in the technician field, so it’s wide open and you can make a very good living in this industry.”
Diesel in the News

NEW NISSAN TITAN PICKUP

Nissan introduced its new 2016 MY Titan pickup at the Detroit Auto Show – the first major update since its 2003 introduction. Full specification details are not yet available, but the really big news is the use of the new Cummins 5.0L V8 diesel engine in the Titan XD - the first time Nissan has used a diesel in its North American pickups. Production commences in late 2015 CY. The design is completely revised using a much bolder theme than the existing pickup and Nissan is pushing the truck as American: designed in California, engineered in Michigan, tested in Arizona and powered by Indiana and Tennessee”. So far, Nissan has had a hard time penetrating the full size pickup segment where the Big 3 domestic manufacturers have continued to dominate with some impressive entries. The existing Titan failed to excel in product comparisons and could not garner the same loyalty afforded to its domestic competition.

The XD frame is uprated from the Titan and builds on existing Nissan commercial van designs using high-strength, fully boxed, ladder steel construction with double wishbone front suspension and traditional leaf rear springs. The rear axle is also common with Nissan’s heavy van and sourced from American Axle. A gooseneck hitch is engineered into the chassis for towing up to 12,000 lbs. Payload is quoted as 2,000 lbs.

The Cummins 5.0L V8 sees its first high volume application with ratings of 310 HP and 555 lb-ft torque – a significant advance over Ram’s 1500 3.0l V6 diesel (the only other half-ton diesel), but lower than the larger displacement diesel engines of Ford, Duramax and Ram’s Cummins ISB in the larger ¾ ton and above trucks. This is the light duty version of the Cummins 5.0 V8; a commercial engine is available for RVs and school buses built on medium duty type chassis with reduced power ratings. There is high commonality of components between the two engines.

The Cummins 5.0L dual overhead camshaft engine uses a compacted graphite iron cylinder block, forged steel crankshaft, high-strength aluminum allow heads, and composite valve cover. A two stage turbocharger uses sequential turbocharging with two differently sized turbochargers to effectively manage low and high power requirements that provide good power and torque delivery through the engine’s operating range while minimizing turbo lag.
Data from the Society of Motor Manufacturers and Traders (SMMT) shows 34,672 trucks of 6-tonne GVW or more were registered last year, slightly below most market expectations. Although 29.9% down on 2013’s all-time record total, this is only 15.5% below the average of the past 10 years. The ranking of the big seven truck marques remained unchanged but the gap between market leader Daf and second-placed Mercedes-Benz narrowed again. Daf’s market share slid from 28.4% to 24.9% while Mercedes’ rose from 17.8% to 18.7%. Mercedes also pulled away from third-placed Scania, whose share was static at 13.7%. In fourth place, Volvo Trucks inched closer to its Swedish rival by edging up its market share from 11.2% to 11.8%. Fifth-placed MAN share remained flat at 9.8%. Iveco posted its second successive year of market growth, its share up from 7.6% to 8.3%. After two years of decline Renault Trucks reversed that trend, growing its share from 5.1% to 5.9%. Isuzu Truck was the only marque to see more truck registrations in 2014 than in 2013, beating the general market decline. Truck registrations are expected to pick up again this year. Early industry forecasts point to an increase of around 15%, taking the market back up to 40,000.

UK Heavy Truck Sales Collapsed In 2014; Better 2016 Predicted

Bosch high pressure common rail with piezo fuel injectors optimize combustion, improve fuel economy and reduce emissions.

Cummins badges are prominent on the side of the truck emphasizing the importance Nissan places on using Cummins power. No real information on fuel economy – it’s more about power and capability for now. Aisin provides the 6-speed transmission and a new transfer case provides 4x4 capability. Nissan will carryover V6 and V8 gas engines into the new Titan model.

The exterior features a large bold grille and the cargo box uses a tracked cargo system with heavy duty attachments that lock in to provide varying tie down locations in the cargo bed.

Lockable storage bins and LED bed lighting are available. Inside there is a new truck like interior. Titan will come with 3 cabs and 3 bed lengths in 2 and 4-wheel drive with up to 5 trim styles available.

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Cummins badges are prominent on the side of the truck emphasizing the importance Nissan places on using Cummins power. No real information on fuel economy – it’s more about power and capability for now. Aisin provides the 6-speed transmission and a new transfer case provides 4x4 capability. Nissan will carryover V6 and V8 gas engines into the new Titan model.

The exterior features a large bold grille and the cargo box uses a tracked cargo system with heavy duty attachments that lock in to provide varying tie down locations in the cargo bed.

Lockable storage bins and LED bed lighting are available. Inside there is a new truck like interior. Titan will come with 3 cabs and 3 bed lengths in 2 and 4-wheel drive with up to 5 trim styles available.
Tips for Resuming Business in the Wake of a Disaster
Planning Makes the Difference

If disaster were to strike, do you wonder how long it would take for your business to return to normal? In the wake of a disaster, resuming business quickly hinges on effective planning and training before the event. A return to normalcy requires collaboration among employees, suppliers, vendors, customers, insurance companies, insurance agents and brokers, government agencies and financial institutions, to name a few.

• Setting priorities for critical business functions is one of the first steps in a disaster recovery planning process.

• Make sure you haven’t overlooked any of the key processes, even such everyday activities as redirecting mail and telephone calls.

• Company records and computer information are critical to your company’s ongoing operations. Be disciplined in the regular duplication, back-up and offsite storage of company data. In the event of a disaster, access to these records is of vital importance.

• Establish a disaster recovery team responsible for implementation of your plan.

• In planning, consider the company’s immediate needs. How will you handle accounts payable/receivable, vendors, suppliers, customers and employees?

• Contact real estate brokers to identify potential temporary or permanent alternative space that meets process and utility requirements.

• Establish a secured line of credit and other sources of funding for emergency expenses.

• You might want to negotiate reciprocal agreements with competitors, vendors or suppliers for mutual assistance in the event of disaster.

• Work with your insurance agent and carriers to ensure you have adequate coverage for your building and operations. In addition, they may be able to help you develop your disaster recovery plan.

CONTINUED ON PAGE 28
Ram continues to promote its best in class full size truck fuel economy with its diesel engine. A new 1500 EcoDiesel HFE (High Fuel Efficiency) model available from April 2015 delivers an EPA-rated 29 mpg highway, a 1 mpg improvement over the Ram 1500 EcoDiesel. In city the revised model achieves 21 mpg with a combined rating of 24 mpg. In comparison, Ford’s new lightweight F150 trails with 26 mpg highway with the 2.7-liter V-6 EcoBoost gas engine and GM’s Chevrolet Silverado 4.3-liter V-6 gas is rated at 24 mpg highway.

UK Commercial Vehicle Market Up 11% in 2014

The UK commercial vehicle market grew by 11% to 363,155 units in 2014, the highest level since 2007, according to the Society of Motor Manufacturers & Traders (SMMT).

The growth was led by demand for vans, with registrations up by 18.7% to 321,686 for the year. Truck registrations fell 26.2% throughout the year due to changing legislation. “The truck market has been distorted by the introduction of Euro-6 emissions regulations at the start of the year and new Type Approval legislation at year end, which affected fleet renewal patterns and caused a drop in registrations,” said Mike Hawes, SMMT Chief Executive. “The outlook for 2015 is bright, however, with stability expected to return to the market.” Meanwhile, overall bus and coach registrations fell 4.6% in 2014 to 7,352 units, falling in December alone by 26.1%. Whole year demand for purpose-built coaches rose 5.8%, despite a 51.1% drop in registrations in December.

Volvo’s North American Deliveries Rise 21%

Volvo Group’s NA heavy-duty truck deliveries rose 21% in November from the same month the previous year, the company reported. Deliveries of its Volvo and Mack brands in North America rose to 5,011 trucks from 4,157 a year ago. Volvo truck deliveries rose 9% to 2,855 trucks, while Mack’s jumped 41% to 2,156. Year to date, Volvo truck deliveries were up 32% in North America to 31,057 units, while Mack’s were up 27% to 21,582 over the comparable period of 2013. Worldwide deliveries for all Volvo brands fell 10% in November, to 18,224 units. Heavy-duty units accounted for most of those, slipping 9% to 15,730 trucks.

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• Test your plan to make sure you have thought of every contingency.

**Communication**

In our world of 24-hour news, it becomes increasingly important to plan internal and external communications procedures in the event of a disaster.

**Employees and customers.** Early messages should come from top management to provide reassurance and share restoration plans. It may be necessary to resume some operations at off-peak business hours or relocate to ensure full access to systems, telephones and other office equipment. Communication vehicles could include 1-800 numbers, your Internet home page and newspaper advertisements.

**Suppliers and vendors.** Ask for their flexibility and understanding after a disaster occurs. They may be able to provide the company with critical machinery or software, or be willing to establish alternative billing or delivery options until the business is back on its feet. If required, activate any reciprocal agreements negotiated before the event.

**Government agencies and regulatory authorities.** Establish regular communication to obtain approvals for resuming occupancy of the building or to reconstruct the facility. It may be outside the company’s control when and if employees are allowed to reenter the premises. If necessary, adjust plans until the proper clearances are in place.

**Sources of funding.** As soon as possible, contact your company’s sources of funding for restoration activities, beginning with your insurance advisor or insurance carriers for property, business income/extra expense and workers compensation information. Also call your financial institutions to activate your pre-arranged secured line of credit and access any funds set aside for emergencies.

**Returning to the Site and Resuming Operation**

Your first priority is protecting your employees. Once the area is stable, secure the building to limit future loss and inspect it thoroughly before anyone reenters.

Validate the structural integrity of the building or facility by qualified professionals before employees return to the facility.

Employees should have access only to those areas that are well-illuminated and free of debris, water, dust or liquid spills.

Make sure the electrical systems, computers and computer cables and telecommunications equipment do not expose anyone to the dangers of electricity. Complete wiring inspections to ensure that all wiring and connections are not in danger due to water damage from rain or fire-fighting efforts.

Check water supplies for contamination. Consider that even the slightest contact with contaminated water can lead to illness.

If there has been water leakage such as flooding, seepage or leaking pipes, take precautions with clean-up and replacement of building materials and equipment. You may want to subcontract operations that your employees are not equipped to perform. Cookware and kitchen utensils that have come into contact with floodwater will require special treatment.

Investigate and ensure that the atmosphere in the workplace has been tested for asbestos or other chemical/toxic agents.

Make sure all hazardous materials are safely contained. Using an existing inventory list will enable you to quickly account for all possible materials. Leakage of hazardous materials requires specialized clean-up and disposal, so be sure to address any situations with the proper precautions.

If there was a power outage during the disaster, investigate the heating, ventilation and air conditioning systems before energizing and pressurizing them. Clean, examine and test safety devices and controls on all equipment.

Identify current building code requirements including demolition and clean-up ordinances, fire protection and Americans with Disabilities Act requirements. Determine construction minimum standards for such things as earthquake, windstorm or flood protection and obtain necessary permits. Establish priorities at the designated restoration site by identifying critical business applications and processes needed to stay in business. You cannot resume business without this step.

Document all damage including estimates or prices for repair/replacement and outline what is needed to resume operations.

Implement security procedures at the damaged facility to protect undamaged property. Ensure that access to the facility is controlled and protection systems have been reactivated.

CONTINUED ON PAGE 30
GM Tops Total Fleet Deliveries for 2014

General Motors sold the most fleet vehicles in 2014 on the strength of its daily rental fleet sales. The fleet industry’s three segments including commercial, government, and rental rose 5.7% in 2014 from 2013, as fleets registered nearly 2.36 million light-duty vehicles from nine manufacturers. Overall vehicle sales are projected to reach a seasonally adjusted annual rate (SAAR) of 16.9 million for 2014. GM, which also sold the most daily rental vehicles, increased fleet sales by 7% and held steady with a 24% fleet slice of its more than 2.93 million total vehicles sold during the year. GM attributed its rising fleet sales to increased demand for its pickups and SUVs. Truck sales have been boosted by fleets in the housing and energy industries. GM also began selling its first mid-size pickups in December with 520 Chevrolet Colorado and GMC Canyon trucks heading to fleets.

Ford Ships 2015 F-150 Trucks To Dealers & Wins Truck of the Year

Ford has shipped more than 8,000 2015 F-150 pickup trucks to dealers. Ford began shipping its redesigned aluminum-body F-150 shortly after it built the first pickup in late November. The first truck was built at the Ford Rouge Center assembly plant in Dearborn, Mich. With the 2015 F-150, Ford implemented an aluminum-body coupled with reduced mass powertrains and chassis components cuts up to 700 pounds of weight from the 2014 F-150 in crew cab form. The 2015 model improves fuel efficiency by 29% when equipped with the 2.7L V-6 EcoBoost, and has achieved an EPA-rated 26 mpg highway. At the Detroit Auto Show, Ford picked up North American Truck of the Year for the new F150. In actuality, competition was limited with GM’s new mid-size pickups the only serious contender which Motor Trend picked as their Truck of the Year. But the North American Truck of the Year award to Ford is much broader based and given the immensity and technology advancement with its aluminum structure of Ford’s F150 program it was most judges’ natural choice.

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Chris Slack, Design Engineer
The operational integrity of safety devices and controls requires testing before the equipment can be returned to working order.

Replace all filters on equipment. Dust, debris and chemicals may clog ventilation systems.

Use qualified professionals for the inspection of elevators and life safety systems to ensure they are functional.

Have the fire and smoke alarms in the building cleaned and tested. Ensure that systems wired into other systems are still compatible and work properly.

The Human Element
It is important to prepare employees for unanticipated events during an emergency situation.

Some suggestions:
When a disaster happens, everyone involved feels a great deal of anxiety. If possible during restoration, schedule regular meetings with employees to communicate progress.

Consider providing employee assistance services or engaging a crisis management firm to help employees deal with stress. Realize that everyone handles the emotional issues differently.

Employees may be assigned different tasks, which may be difficult for them to perform.

Provide appropriate training, including the proper selection and use of personal protective equipment such as eyewear, gloves and dust masks/respirators for people who are cleaning and restoring operations.

When necessary, use the work done in the planning stages to refocus everyone’s activities so they support the overall corporate objectives. If you are looking for more information about disaster planning, we recommend that you review the FEMA website. And, if you would like to talk about disaster readiness for your business, contact your local loss control representative.

Author
This resource was developed by Louise Valle, Sam Lee, Jack Gilbert, Michael Heembrock and John Wich.

Chubb Group of Insurance Companies, Warren, New Jersey 07059.

This article is advisory in nature. It is offered as a resource to be used together with your professional insurance advisors in maintaining a loss prevention program. No liability is assumed by reason of the information this article contains.

Product support staff will receive the new requests first, and communication plays a huge role internally to make sure the whole team understands the evolution of customer needs. Another facet of tracking part sales is asking the right questions. What part number, what application, what region, are questions that provide the best insight into consumer need. It is also important to identify when to begin to stock new product. We find that our rule of thumb is three requests for a part number and it is time to put it on the shelf.

A parts person who understands more than just the part number will single-handedly increase sales. When we can not only recognize a part number, but understand the functionality of the component as well, we are able to understand a customer’s needs and then advise on (up sell) a complementary product where applicable. With educated people we are able to identify what makes our products comparable or superior to the competition and why. Is it that our product is OE? Or has this certain update? Or will it outperform another product under these circumstances? It is important to understand more than just whether the number enters into the inventory system so that when one part number shows no stock we are able to provide an alternative that will work. The more knowledge we can provide, the more customers we get, and the more customers we keep. I would strongly suggest having your parts department sit down with your service department once a month to discuss what each is seeing from both ends of the building. You would be surprised what each can learn from the other – and it makes for good team building and communication, and it doesn’t always need to be technical. One idea that came out of one of our meetings dealt with Internet sales and advertising. We are a service industry and while some of us shy from Internet-based sales, we should not discount this sales avenue all together. More and more of the buying population rely on the Internet to source and learn about the products we sell. The rise in Internet based inquiry allows us additional sales opportunities, relatively inexpensive advertising and a chance to recruit customers to our location by showcasing our products and services.

Another major change in today’s parts departments is core administration. The evolution of today’s core has come a long way from the days of a $5 core charge for an injector. Cores today are of far greater value and require plenty of administration, and though they are intangible, they account for large capital expenditures for any shop. They need to be treated as the precious commodity they have be-
Mexico Plans New Diesel Emissions Standards

Mexico is planning to adopt new on-highway diesel engine emissions standards regulating particulate matter (PM), nitrogen oxides (NOX), hydrocarbons (HC) and carbon monoxide (CO) from heavy-duty diesel engines and vehicles, including trucks, buses and large pickups and vans. The Federal Law on Metrology and Standards establishes the mandate to implement mandatory technical standards (Normas Oficiales Mexicanas or NOM) which define “the characteristics and/or standards that must be met in the case they may constitute a risk for the human safety or could endanger human, animal or vegetable health, overall or working environment, or for natural resources preservation.”

In December, COMARNAT, the national regulatory committee of Mexico’s Secretariat of Environment and Natural Resources (SEMARNAT), approved a proposed update by SEMARNAT to the country’s existing emissions regulations (NOM-044-SEMARNAT-20061). The proposed modifications establish maximum permissible emissions limits of total hydrocarbons, non-methane hydrocarbons, CO, NOx, and PM from new engines that use diesel fuel and that are used in new vehicles with a GVW greater than 3857 kg, as well as new complete vehicles with GVW greater than 3857 kg.

The new standards would require new heavy-duty diesel vehicles sold after January 1, 2018 to meet emissions standards equivalent to those in the US (EPA 2010) and EU (Euro 6). The proposal to fully align with the prevailing U.S. and EU standards in 2018 will require new vehicles to be equipped with diesel particulate filters (DPFs), advanced NOX aftertreatment, full on-board diagnostic (OBD) systems, and fail safes to ensure correct operation of emissions control systems.

December Bulk DEF Prices Reach 2014 High

December diesel exhaust fluid (DEF) prices will see some of the highest bulk prices, according to DEF Tracker. There has been large month-to-month increase in DEF prices for all modes of supply in December. December DEF prices were above the national average by 7 cents/gal. for FTL, 4 cents/gal. for LTL and 4 cents/gal. for tote deliveries. The current national average for DEF pump prices in the U.S. ended the year at $2.79/gal., unchanged for the 9th straight month.
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Aligning Goals CONTINUED FROM PAGE 16

the benefits that can flow from it. As previously discussed, the classic example of separating legal title of the shares from the benefits is the use of a trust to hold shares. The trustee is the legal owner of the shares or interests but may have no interest in the economic benefits of the company. The economic interests are split off from ownership and held for designated family members. A family member might never own a share in his lifetime, but could enjoy the benefits as if he did. It can be structured such that he might never actually own shares or memberships.

What the family needs to consider is not necessarily how the shares should be owned (although there are significant tax, wealth and asset protection considerations in such decisions) but rather how the title is to benefit family members both now and in the future.

Unraveling the issues
The issues separating shareholders, stakeholders and other constituencies in family companies can be very knotty. The best way to try to unravel the issues and ensure sustainability of the company through many generations is to separate governance, economics, management and ownership and align the various interests with each consideration. This may lead to a traditional dual class of stock solution, or it may lead to a more tailored solution that uses a number of mechanisms to accommodate the different demands, goals and needs.

Otis W. Baskin, Ph.D. is a principal with The Family Business Consulting Group, Inc. He can be reached at baskin@thefbcg.com or 310.435.4001.

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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.

### Mission

The Association of Diesel Specialists’s mission is to provide programs and services to its members that will assist them in achieving success in the operation of their businesses in the diesel industry throughout the world.

### 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.
come. Gone are the days of throwing your old cores into an old 55 gallon drum out back. Our cores need to be treated as inventory. In many cases, they are worth more than the inventory part they associated with. The challenge is not just in managing your physical inventory but in the management of the core charge dollar value associated with that inventory. The parts management challenge is to carry adequate product for our customers while balancing inventory cost, product turns, and of those with core value, managing and tracking the retrieval of the core in a timely manner.

There will always be continuous changes in the diesel business, but the time is now to act so as not to get lost in the technology shuffle. Many of us have long serving, very experienced parts personnel that know more than we'll ever forget. Their knowledge is tremendous and vast, but unfortunately too many times it's stored in their cranial “hard drive!” It's up to us as the relative newcomers to the industry to mine as much information from our experienced parts people as we can. Write it down, store it on the computer, ask as many questions as you can. Use some of the greatest resources you will ever have available to you before they are permanently on the lake fishing or on the green putting for that birdie.

The value of the personnel in your parts department is now higher than ever. Make your personnel aware of the key roles they play in the future progress of the entire operation. Spend the time to educate, train, and work with them, they will pay dividends for you for years to come.

trade association often paves the way for the marketing efforts made by individual members of the industry. (A good example of this is our involvement with the Diesel Technology Forum)

Along with lobbying, marketing, training and educational efforts, a trade association often sponsors conferences / conventions for member companies. The focus of the conferences and conventions are usually to improve the general function of the industry by providing information that each participant in the conference can learn and take back to the company level. Just about every trade or business association sponsors at least one conference or meeting on an annual basis.

Should you have any concerns or comments regarding your association, please contact me at david@diesel.org. I look forward to hearing from you.
BUY, SELL OR TRADE EQUIPMENT WITH ADS SWAP & SHOP!

Swap & Shop is available to assist members seeking to buy, sell or trade equipment. Swap & Shop ads run in Nozzle Chatter and on the ADS website under the PARTS section.

TO LIST

Complete the ad listing form, located online under the PARTS section of the ADS website or by contacting ADS Headquarters at nozzlechatter@diesel.org. “Help wanted” or “situation wanted” ads will not be accepted. ADS Swap & Shop ads do not constitute an endorsement by the Association. Ads must be sent electronically to nozzlechatter@diesel.org.

FEES

Contact ADS Headquarters for listing fees and details. “Subject to specific terms listed online.

FOR SALE: HI 2000 7.3 Injector Test Bench E-mail Tom Hoeber at Thoeber@dieselinjection.com Telephone: 361-289-6666 $10,995.00 Business Opportunity: New Donaldson Diesel Particulate Equipment Gen 2 Pulse cleaner and Thermal Regenerator. Purchase both machines, new complete with factory warranty - $25,995.00. Over (3) million diesel trucks, industrial and off-highway equipment fitted with Diesel Particulate filters. E-mail Tom Hoeber at Thoeber@dieselinjection.com

FOR SALE: Bosch 515 Test Bench, new counter, excellent transmission. Includes universal mounting bracket. E-mail Tom Hoeber at Thoeber@dieselinjection.com Telephone: 361-289-6666 $7,495.00 or best offer

FOR SALE: Bacharach CD3 test bench, all adapters included, electronic retrofit kit installed for Cummins Celect & Detroit Series 60 injectors. Great condition and only 308 hours. Contact Michael Olivos at 352-873-4880 or michael@ocaladiesel.com Price $25,000 obo.

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FOR SALE: Good running condition Hartridge test bench 2500, 10 Hp is available for sale. Contact RAJ at 800-320-8166 or raj@fhfuel.com

FOR SALE: Rabotti Tec200 Evolution HD Test Bench for common rail. Used very little. Complete set of tools to work on common rail injectors, tools never used. Call 308-520-0620 to discuss pricing.

FOR SALE: Used Mustang MD 250 Chassis dynamometer Peak Power measurement 900hp at maximum speed. Peak Speed 150 mph. Complete listing of features available. Call 308.520.0620 to discuss pricing.

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FOR SALE: Hartridge HA2500/15, HA400, HA285 Accelerometer 1250HP. Good condition. Contact Rick Corder Diesel Controls Inc Massillon OH, RickC50@gmail.com for details.

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