THE ADS FORUMS
ARE YOU GETTING IT?!
TURBOCHARGER CARTRIDGE

WHY DORMAN?

ADDED VALUE:
- COMPLETE KITS including all gaskets and hardware
- ENGINEERED for improved durability

ALSO AVAILABLE:

<table>
<thead>
<tr>
<th>Part #</th>
<th>Description</th>
<th>Application</th>
</tr>
</thead>
<tbody>
<tr>
<td>667-003</td>
<td>Turbocharger Cartridge</td>
<td>Chevrolet 2001, GMC 2001</td>
</tr>
<tr>
<td>667-004</td>
<td>Turbocharger Cartridge</td>
<td>Volkswagen Golf 2001-99</td>
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<tr>
<td>667-005</td>
<td>Turbocharger Cartridge</td>
<td>Volkswagen Beetle 2006-02</td>
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<tr>
<td>667-006</td>
<td>Turbocharger Cartridge</td>
<td>Dodge Sprinter 2006-04</td>
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<tr>
<td>667-007</td>
<td>Turbocharger Cartridge</td>
<td>Dodge Ram 1998-97</td>
</tr>
</tbody>
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ENGINEERED With Metal not plastic to improve durability and longevity

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Shop Profile — Jasper Engines and Transmissions

Jasper Engines and Transmissions is an employee owned company. Read how they got started, what being an employee owned business means to the company and how they have been able to change with the times.

Leadership transitions in a family business are influenced by and affect a lot of stakeholders. How each stakeholder perceives the process and their role within it will have an impact on outcomes. Perhaps the two stakeholders who often play the most central roles in this process are the incumbent, or controlling, CEO and his or her successor.

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26
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: ’98 Chevy van-not cranking**

**June 1**

Hey guys,

Our customer dropped this van to us with a non-cranking problem. He had dropped the tank to ensure pick-up unit was fine. Code P0251 indicated failed 6.5L pump. We replaced the pump, still not cranking, no codes. Engine is spinning fast enough, we replaced loose oil pressure sensor, installed a clear inlet line, made sure pump is indeed turning. We can get no fuel out of the pump. Tried a different PMD, new electric fuel pump. Vans tend to give us the creeps anyway, this one appears to be determined not to budge. I thought about running his original pump across the stand, just for curiosity’s sake. Any bright ideas?

**June 3**

2 days later:

We did pull the inj pump, ran fine on the test stand. Install back on van, verify shut-off solenoid clicking, fuel supply in both ignition and cranking key positions, pump is turning with battery charger constantly charging. No fuel from pump to injectors.

**June 3**

What is the voltage on the bright green wire at the PMD during cranking. Do not unplug it – back probe.

Also check the VTD data in the tech 2 during koeo and koec. VTD = GM vehicle theft deterrent

**June 3**

Ran into this one a while back: take a look at the battery underneath driver’s side and test it. I had one that was bad and caused similar issues.

**June 3**

Battery reads 13 v, 11.8 amps.

.125 volts at cranking.
Case: '98 Chevy van-not cranking (continued)

June 3
If I am reading your response correctly .125 volts!!
That is the diagnostic clue. You should have around 1.2 volts. We see around 1.8 volts at idle.
Check to see if the VTD is Active. Check VTD FUEL DISABLED PARAMETER during cranking.
If the VTD is not active start thinking what will cause the ECM to not turn on the fuel.
Maybe the ECM is defective, etc.
Might be worth looking at the ground locations. Frame rails, rear right manifold, etc.
Engine harness
Still look at all the parameters that would make you think that will cause the ECM to turn off the fuel.
Also when the VTD is active the ECM will lower this voltage to a trace voltage.
If this one has the big harness plug on the rear left valve cover look at it closely. It is always a problem.
Hope this helps

June 3
In our experience, when a GM engine is being prevented from starting by the anti-theft system, the symptom is “flash,die,flash,die”. It acts as if it will only run when the ignition is in the crank position, and when the key released, the engine dies.
Also, the security light on the dashboard should be flashing.

June 5
Van is gone!
We had it towed to an aftermarket repair shop that reprogrammed the security system.
Crankses fine-runs great.
Thanks for all the help.

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.

ADS/Industry Calendar

For more information on these and other events, visit diesel.org/events

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I’m happy to report the Latin American meeting in Cancun, Mexico was a huge success. We had 200 delegates present along with many exhibitors some as far away as Italy. The committee really knows how to organize a meeting. Even though my Spanish needs improvement, I was able to keep up with most of the seminars. This group works together sharing ideas and experiences and were genuinely happy for each other when they were recognized by their peers with a certificate of achievement. It was like a breath of fresh air greeting fellow ADS members from all over Latin America and even a few from parts of the U.S. and Canada.

Latin American members are challenged with different problems when it comes to diesel fuel injection service than we are in the U.S. and Canada. Many of the components they work on aren’t available in our market. That being said, we have to remember when it comes to Common Rail we’re the new guys on the block, working hard to catch up.

Although the location of the next Latin American meeting is yet to be determined I hope you’ll consider attending this well-organized event with the opportunity to meet some great people.

With the Latin American Meeting behind us it’s time to look forward to our International Convention in San Antonio in August. It’s hard to believe it’s that time of year again! I’m always ready to listen to the seminars, visit the trade show and find out what’s new in our industry. The ADS International Convention is the place to become informed and be among the best people in the industry. This year we’ll be in a Convention Center for the first time, there will be plenty of room for everyone. The exhibit hall has a new layout we hope you will enjoy, and look forward to your feedback.

Our companion program will include an Afternoon Round Up hosted by my wife Rosemarie. There will also be an optional city tour of San Antonio.

Be sure you don’t forget to attend Thursday’s Wild West Saloon Night sponsored by the Manufacturing Committee.

See you in San Antonio!!

Chuck Oliveros
Williams Diesel Service Inc.
Ocala, Fla.
Alliant Power now offers 18 Remanufactured Common Rail Injectors for the 8.1L, 9.0L, 6.8L and 4.5L John Deere engine platforms.

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From the Executive Director

David Fehling
ADS Executive Director
david@diesel.org

Sure, there are a lot of reasons why you should attend the ADS Show this year, but the one that tops the list is that it is simply the best use of your time.

The ADS Show, which will be located in San Antonio, Texas this year, offers many resources under one roof. It presents an opportunity for you to see new products and equipment as well as learning about the latest technologies, along with the chance to attend seminars describing these technologies and management techniques. Because most people typically do not attend many formal education or training sessions during the year, this setup affords the opportunity to do both at the same time saving you precious time and money. Top this with the opportunity to network, meet new people, brainstorm about similar challenges and see firsthand how others have experienced success makes the ADS Show a great investment in your future.

So, you might say: What’s in it for me?

Here are five good reasons not to miss this year’s ADS International Convention & Tradeshow

• Value: No matter how you cut it, “The ADS” is a great value. The proof? A standard 90 minute business Webinar typically costs around $295. This year’s convention offers approximately 1,080 minutes of learning and Tradeshow time for only $595 and that includes meals and receptions. You do the math.

• Great minds don’t think alike: Looking for new ideas, new solutions and new methods to see you through and into the future? The best way to get them is to interact with other business owners and professionals and experts facing similar challenges.

• It’s all about your connections: If it’s not clear by now it should be; your connections are the key to getting things done. Whether you’re looking for a product to add to your line or service, or someone with an “in”, you can be sure you’ll meet the right connection here at “The ADS.”

• The Pressure’s on: The saying “There’s no time like the present” has never been more true. Prepare for the future now and guide yourself and your company to greener pastures. Don’t miss out on this once a year opportunity!!

• The ONLY show of its kind in the world

You know your time is worth money, so make the most of both and plan NOW to head to San Antonio for the 2015 ADS Show!! I look forward to seeing you there.

Time is Money — Spend it Wisely
Do you feel you are being bombarded with information and don’t know how to handle it all? It seems like we are constantly getting e-mails, social media feeds, good old fashioned snail mail, news feeds, and other information sources. With all of this coming in how do we filter it to what is useful and what is not? How do you make sure you keep what you need and get rid of what you don’t? There is a ton of information out there but it is not useful unless you can place a significance on it. You also don’t want to let the information control you, but rather you control the information.

One way is to use filters and folders in your e-mail. If you are already doing this you know how helpful they can be in managing the amount of information coming in and putting it into useful chunks. Really this is the goal of information management, getting a bucketful of data into bite sized pieces. There are some tools you can use and though they may take a few minutes to get them set up, they will save you loads of time in the future.

One of the easiest to use is folders. Most if not all email programs give you the ability to make personalized folders you can then sort your mail into. Since we are talking about the ADS forums in this issue let’s use them as an example. You can create personalized folders in your e-mail and this would vary depending on the program you are using. When you do this you can take e-mails that come in and place them in their appropriate folder. So for example, you set up a folder for Drive-in Forum and then anytime you see and e-mail come in from the address drivein-fuelsys@talk.netatlantic.com you can place it in that folder to read later.

“Remember to make the information work for you and don’t ignore something just because right then you don’t have time to read it.”
Did you know ADS has four forums for its members to take advantage of? Four! Many of you may be aware of a couple of them but what about the others? Just as you have many tools in your shops, you also have many tools to use through your association dedicated to your work on diesel engines. Andy Girres wrote about three of these forums in his President’s Letter a couple of years ago but if you missed that or have not had a chance to put these valuable tools to use, here is a look at the ADS “Forums”.

THE ADS FORUMS ARE YOU GETTING IT?!
“Forums” may be a little misleading as these are actually list serves. The difference between a forum and a list serve is a forum is a place you go to post question online whereas a list serve is sending an e-mail to a service that then will send it out to other members of that list. For the sake of consistency with the past we continue to call the ADS list serves forums. Hope it does not confuse too many! Since these are list serves, if you reply to the address you received the original e-mail from, your reply will go to all of the members on the list. This is an important point to remember so you know who you are sending your message to and don’t accidently send something to the whole group you had only intended for one person.

The four forums ADS currently has are; Drive-In, Parts, Spanish, and Turbo Parts. Each one is meant for a specific audience and will need to be requested specifically for each forum in order to receive emails. Posts to each of these come with their own set of guidelines to ensure messages are received in a positive way and the service is not used or any unintended purposes.

The Drive-In Forum, drivein-fuelsys@talk.netatlantic.com, has been around the longest. It is designed for those with drive-in service to be able to get help with diagnostic problems they may have. Over the years many have found this resource to save them time and money.

In each edition of Nozzle Chatter you will find examples of what is being discussed in the Drive-in Forum on page 4. To make sure everyone is “speaking the same language” the following guidelines have been used to great success.

1. Give complete make, model, year, and mileage of the vehicle that you’re working on
2. Explain in detail what the complaint of the customer is (e.g., hard start hot, rough running, etc.)
3. Give any trouble codes and what scan tool that you’re using
4. Explain what repairs or tests have been made, including any parts that have been replaced
5. Give your email address and name so that you get a timely response

The Parts Forum, ads-parts@talk.netatlantic.com, was introduced a couple of years ago to help shops find obsolete or out of stock parts and to also help those who have some of these parts sitting on their shelves to find buyers for them.

“It’s an opportunity to get suggestions and advice from all of the other ADS members. Members have been quick to respond which is the only way a forum can be effective. We have been able to quickly solve several issues from information we received from the forum.”

Andy Girres, Diesel Specialties

“The forum allows shops to share information not always published in service manuals. The trouble shooting that has been done with all shops, the results from others willing to share that information is a cost saver. That’s what this Association is all about.”

Warren Stewart, Industrial Diesel

CONTINUED ON PAGE 16
Our turbo engineers wouldn’t leave well enough alone.

The BorgWarner S300 replacement turbos for International DT466E engines

When we set out to engineer our S300 series turbos for the DT466E engine, our objective was not to just replace the original turbo, but to try to improve on it. Enhancements such as forged milled compressor technology (FMW), a robust thrust bearing system and a high efficiency turbine stage are all integrated into the S300. These high quality features set a durability standard that helps our S300 turbos work as hard as the vehicle. Every turbo is backed by a 1 year, 100,000 mile warranty.

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BorgWarner

All numbers, names and descriptions herein are used for reference purpose only and do not imply that they are the product of the original manufacturer.
Since its introduction it has been heavily used and many have found it extremely helpful in making repairs they may have not been able to handle prior to this tool. ADS did have a Parts Finder where those who had obsolete parts on their shelves could post them for sale and if a shop needed one they could search a database of 10,000+ parts. However, since it was not used it was not very efficient for members needing parts so the association decided to try this alternative and it has been received with great success.

For the Parts Forum the guidelines ask that you only ask for backordered or hard to find parts you are not able to get through your central distributor or manufacturer. Posts are only to ask for parts and not to sell parts. The other stipulation that has helped keep the number of e-mails members receive to a minimum is that when replying to a request to only reply to the person making the request and not to ads-parts@talk.netatlantic.com.

The newest forum is the turbocharger forum, turbo-parts@talk.netatlantic.com. This is a place to find out of stock or hard to find turbochargers. The guidelines for this forum are the same as the parts forum. The Turbocharger Committee had set up a similar forum on a different site many years ago and wanted to consolidate this with the other ADS forums.

There is also a forum for our Spanish speaking members, ads-spanish@talk.netatlantic.com. This forum combines all types of requests in one place and in Spanish. The same guidelines apply for this forum as for the others.

If you are getting these and feel overwhelmed with the amount of information coming your way in your e-mail inbox you can use filters and folders to help you manage the influx. If you are using Microsoft Outlook for e-mail you can set up rules to move the messages straight to a specific folder upon receipt. This will keep them in one place and will also help with the amount of messages coming straight to your inbox. Other e-mail programs have similar tools to help you manage your mail. See the Forerunner article on page 11 for more on this.

So if you are not getting these and not taking advantage of these valuable resource tools get signed up today! E-mail Lea Ann Reed at lea.ann.reed@diesel.org for any questions you have or let us know you want to be part of this community.  

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“I use the Parts forum almost daily, and it’s easier than picking up the phone and calling other shops to find the part, let alone trying to remember all the phone numbers. I have purchased from around the world from shops that participate and have yet to “Get Burned”.

Warren Stewart, Industrial Diesel  

“The parts sourcing forum has been an invaluable tool, and I can attest to the fact we’ve found parts and done jobs that 3 years ago would have gone back to the dealer.”

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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.
Jasper Engines was founded in 1942 by Alvin C. Ruxer. Alvin owned a local Ford dealership at the time. He established Jasper Engines in an effort to provide remanufactured engines for automobiles. Transmissions were added to the product line in 1957 and the company become known as Jasper Engines and Transmissions. Ten years later he founded the Diesel Division in 1967 and then added differentials in 1976. In subsequent years, an electric motor division was added and the core product line expanded to include performance engines and transmissions and marine products such as stern drives, lower units and outboard powerheads.

In 1987 two families purchased Jasper Engines and Transmissions from Alvin Ruxer. Doug Bawel, current CEO and Chairman of the Board; Zach Bawel, President / COO; Mike Schwenk, Executive VP; Ray Schwenk, Treasurer and Ralph Schwenk, VP of Finance. After running the family owned business for 23 years, they sold the business to the Associates (employees) of Jasper Engines and Transmissions in 2010. JASPER now operates as an ESOP (Employee Stock Ownership Program) and is 100% employee owned.

Amazingly after over 70 years of business and some growing pains, Jasper Engines and Transmissions has never had a lay off. This is an almost unheard of accomplishment for a company. Associates consistently work at least 40 hours per week with top notch benefits and are offered a 401K plan that has averaged 8.5% return since its inception and also stock shares as part of being an employee owned company! The Associates there feel they are truly blessed to work for such an amazing company.

When Jasper Engines and Transmissions started getting involved with fuel injection, there was no on site with experience to pull from. They had to rely on factory Schools, Central Distributor experience, and other sources, including ADS, to learn the technical and business side of the fuel injection world. Once they became a member of ADS, it helped them to network with other people in the business and rely on some of their experience to help them understand and grow the business.
MULTIBRAND ADAPTORS

- NAVISTAR
  - FORD 6.0
- CATERPILLAR
  - C7-C9
- NAVISTAR
  - DT466/570-HT570
- CATERPILLAR
  - 3126B
- NAVISTAR
  - T444E/Ford 7.3L
- CATERPILLAR
  - 3408-3412
- ISUZU
  - TROOPER

CHARACTERISTICS

- ECU-BEA PC SOFTWARE MANAGEMENT
- SUITABLE WITH DIFFERENT TEST BENCHES
  (optional coupling)
- AUTOMATIC TEST PROCEDURE
  WITH EDX611D TEST BENCH
- INJECTION DELAY TIME MEASUREMENT

OPTIONAL

Digital Delivery Metering Instrument

Universal Tool
Suitable to ISO norm efficient Diesel Test Bench
shops share their successes and failures has helped them to learn and grow. Today ADS membership has helped to develop contacts and establish true partners in the business. They have also been able to gain new suppliers.

With ever changing technology, Jasper Engines and Transmissions has always made it a priority to adapt to the changes and conform to the current demands of the industry. They also watch the trends and directions to see where the industry is heading in the future. As the technology has changed, so has the process of finding qualified technicians to service the products. They have found having properly trained sales personnel selling the product to the customer is a necessity.

The challenges with the up and down economy have been a challenge and something they have had to adapt to. Although the economy does play an important role in their business, they are fortunate to be diversified enough with the products they offer that a slight surge one way or the other doesn’t necessarily result in a major up or down variation of their sales. One of the smartest things they have done is moving to offer Fuel and Air Components as a stand-alone item to their customers. It has had a direct impact on their increased sales growth with their Diesel Engine business. Jasper Engines and Transmissions has over 140 sales reps throughout the country and having the option to offer injectors, pumps and turbos has helped the sales reps get their foot into doors that were not necessarily open before.

Business today is constantly changing. 2008 was a scary time for everyone in the automotive field, Jasper Engines and Transmissions included. Fortunately they were able to weather the storm largely due to their preparation in LEAN manufacturing (which they had begun in 2005), diversification and their conservative business approach. They have to be able to remanufacture their product quicker, less expensively and better than everyone else. Finding quality driven partners is crucial and necessary for their future growth. In addition to these changes Jasper Engines and Transmissions purchased an additional 220,000 sq. ft. building and is undergoing major renovations at multiple locations in order to keep up with the increased demand on

CONTINUED ON PAGE 22

Jasper Engines and Transmissions Timeline

1942 Mr. Alvin C. Ruxer started JASPER in his Ford agency out of necessity due to the lack of parts for automobiles because of WWII production requirements.

1946 Turning point — War ended and abundance of cars and parts. Mr. Ruxer then made two decisions to: 1) only remanufacture to O.E.M. standards; and 2) to install a standard set of new parts.

1947 Began remanufacturing light-duty automatic and standard transmissions in a separate facility.

1967 JASPER launches its Diesel Department.

1957 Under new ownership and management philosophy, the Company institutes a “Never Ending Commitment to Improvement of Safety, Quality, Productivity and Customer Service.” The addition of Jasper Electric Motors expands capabilities into electric motor rewinding.

1959 JASPER launches its Diesel Department.

1976 JASPER’s Differential Department is launched.

1987 The Jasper, IL facility begins producing the transmissions and differentials for Ryan Newman and Kurt Busch of the NASCAR NEXTEL (now Sprint) Cup Series and the NASCAR Busch (now Xfinity) Series teams of Roger Penske and Rusty Wallace. Remanufactured BMW transmissions offered.

1990 Jasper Innovative Solutions moves into 100,000 sq. ft. expansion. Jasper Electric Motors completes 7,200 sq. ft. expansion.

2000

2006 The Jasper, IL facility begins producing the transmissions and differentials for Ryan Newman and Kurt Busch of the NASCAR NEXTEL (now Sprint) Cup Series and the NASCAR Busch (now Xfinity) Series teams of Roger Penske and Rusty Wallace. Remanufactured BMW transmissions offered.

2010 Jasper Engines and Transmissions becomes 100% Associate Owned.

2011 Jasper Innovative Solutions moves into 100,000 sq. ft. expansion. Jasper Electric Motors completes 7,200 sq. ft. expansion.

2012 JASPER expands Fuel and Air Component Division with in-house production of turbochargers.

2013

2014 JASPER purchases Walker Truck Parts. The company also purchases an additional 220,000 sq. ft facility (Power Drive) located in Jasper, IN, and begins moving transmission remanufacturing from its Wernsing Road facility in order to provide expansion for its growing Gas and Diesel Engine Divisions.

2015
The Holset E-Tool and Online Holset Catalog are available now.

Visit us at the ADS Convention on the Cummins booth – no. 637

...It’s got to be Holset
drive train components, engines and fuel components.

Continued growth in both their Diesel Division and Fuel and Air Division looks to be the future for Jasper Engines and Transmissions. They continue to grow their product offerings and educate their customer base on what specific engine and components they provide. Most customers are looking for a better solution than simply going to their local dealership. They are striving to become the company of choice for their Associates and the brand of choice for their customers.

For those technicians looking to get into the industry, there are more opportunities in this field today than ever before. Look at getting into it as a career opportunity, not just as a job opportunity. Equip yourself with a good work ethic, get the proper schooling and you can own your future. The two things that you must have in order to be a success in business or life is common sense and manners.

Look for attendees from Jasper Engines and Transmissions at the 2015 ADS International Convention and Tradeshow. Remember networking is what the association is all about and pulling from other’s experiences will only help your company.

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BorgWarner provides its variable cam timing (VCT) and engine timing systems for the new I4 engine family from Jaguar Land Rover (JLR). Based on a configurable and flexible architecture to improve manufacturing efficiency and calibration strategies, the engines deliver high performance, reduced emissions and improved fuel economy. For reliable variable cam timing, BorgWarner’s compact torsional assist (TA) phaser technology actuates rapidly resulting in improved performance, while its latest chain and tensioner technologies deliver lower friction and improve wear resistance. BorgWarner’s advanced technologies are employed in all 2.0-L four-cylinder diesel engines as well as future gasoline engines for various models starting with the new JLR engine family in early 2015.

For reduced internal friction and vehicle complexity, BorgWarner’s compact TA phaser technology and variable force solenoid (VFS) use available torsion energy in addition to the engine oil pressure for a faster actuation rate of the phaser. The technology reduces oil demand and engine parasitic losses, and improves low-end engine performance. The TA phaser technology features 70 degrees of crank rotation or more, and an integrated center bolt, resulting in a compact design for easier integration into the powertrain. Designed to reduce friction while emitting lower noise, BorgWarner’s engine timing system features an advanced chain with high-quality finishing of rounded chain link profiles and pins for improved efficiency performance and durability. Additionally, hydraulic tensioners are tuned using BorgWarner’s patented “tortuous path” vent disk technology to deliver the best balance between efficiency and chain control.
Caterpillar’s Finning Buying Kramer

Finning International Inc., one of Caterpillar’s largest global equipment dealers, has reached an agreement to purchase the operating assets of the Cat dealership of Kramer Ltd., Regina (Canada) for approximately $230M, subject to working capital adjustments. In 2014, Kramer generated approximately $275M in revenue. As a result, Finning will become the approved Cat dealer in Saskatchewan in July of this year, subject to customary closing conditions. Finning’s territory in British Columbia, Alberta, Yukon, Northwest Territories and part of Nunavut, while Kramer’s presence is in Saskatchewan. The acquisition will be funded with cash and will be immediately accretive to earnings per share.

Continental Introduces Solutions to Lower NOx Emissions in Diesel Engines

Continental will introduce solutions at the 36th International Vienna Motor Symposium which will help diesel engines meet NOx legislative limits in the future. This comes in response to stricter NOx limits of the Euro 6 standard, the stricter super ultra-low emission vehicle (SULEV) limits for California, and the real driving emissions (RDE) test conditions.

Continental’s solutions include a compact catalytic converter that can be close-coupled with the engine. This will heat up quickly and begin converting untreated emissions earlier. The company will also introduce a new SCR procedure that is claimed to improve injection of the reducing agent in the smallest available space. Continental has developed the SCR system to inject the urea solution in the direction opposite to the exhaust flow, by allowing efficient catalytic reduction of NOx in close-coupled design. The solution is sprayed on a structure with a hydrolytic coating on the back of the catalytic converter.
Leadership transitions in a family business are influenced by and affect a lot of stakeholders. How each stakeholder perceives the process and their role within it will have an impact on outcomes. Perhaps the two stakeholders who often play the most central roles in this process are the incumbent, or controlling, CEO and his or her successor.

We have long written about the different perspectives that controlling owner CEOs and successor CEOs commonly hold that will have a bearing on their leadership transition. A quick summary of these differing views:

- **Controlling Owner CEOs**
  - Seek stability through strategies proven effective by history.
  - Build executive team strength through long-lasting relationships with loyal team members. Often a very patient approach in pursuing accountability.
  - Want to maintain authority to limit company risk and protect assets. Eventually may wish to delegate responsibilities and spend more time away from the office, while maintaining control.
  - Worry that the successor generation is too impatient to ascend to greater authority. May question the judgment of those who push too hard and can’t wait to get to the top spot.
  - See reducing risk as a way to protect the health of the business.

- **Successor CEOs**
  - Seek to strengthen the company through new strategies, even if unproven.
  - Build executive team strength through relationships with team members who consistently produce results, demanding accountability.
  - Willing to accept more responsibility but are frustrated that authority is not granted. Become anxious for the company and their own future prospects when the controlling CEO comes back from time away and exercises authority, seeming to undermine the successor’s role. May feel distrusted.
  - Worry that the controlling generation is not serious about transitioning and do not want to spend prime years of career waiting for someone who may never let go. Believe that the organization is best served if they push towards greater authority.
  - See increasing risk as a way to protect the long term health of the business.

Given this set of common generational perspectives, it is natural for there to be some tension around transition between controlling CEOs and successor CEOs. How they invest efforts to manage this process will impact the true health of the business.

Controlling owner CEOs contribute positively to the long-term health of the company when they prepare for their succession by building a strong executive team that makes and implements decisions quickly. What this means is the effective controlling CEO addresses leadership challenges during their tenure rather than burdening the next CEO with a dysfunctional or non-productive team. They trust and empower their executives to fulfill roles and responsibilities they are assigned and give them the authority to make appropriate decisions. Controlling CEOs who truly plan for continuity work to address performance matters directly rather than letting issues go unaddressed for long periods of time. Finally, they work in close collaboration with their successor, integrating the relevant ideas this future leader may have for improving the business.

As they approach the time when they will retire from their leadership role, effective controlling CEOs may spend more time away from the office, to give the next generation of leaders a
Scania Forms Partnership With Oskosh

Scania and Oshkosh have agreed to enter into a partnership under which Scania will deliver low-emission engines for airport product vehicles produced by Oshkosh. The partnership will cover a range of products to be launched worldwide. Scania will begin by delivering industrial engines that meet Stage IV and Tier 4 Final standards without the use of particulate filters, as well as engines that meet less strict emission levels. The 550 to 770 hp engines will be incorporated into airport product vehicles. Meanwhile, Oshkosh is scheduled to launch a new fire-fighting vehicle based on a Scania chassis in June this year. As the partnership progresses, Oshkosh will launch further vehicles based on Scania products.

China Pulls Ahead On Diesel Fuel Standards

In an effort to address growing air quality problems, China will advance its regulations for diesel fuel by one year. Under the original plan adopted in 2013, China’s State Council called for nationwide reductions in the sulfur levels in diesel and gasoline to a maximum sulfur content of 10 ppm by the end of 2017. The three-year timetable was meant to allow Chinese refineries to make upgrades that would allow them to formulate the lower-sulfur fuel blends. Earlier this month, the State Council decided to accelerate the adoption of low-sulfur fuel to the end of 2016. China 5 diesel engine standards have been implemented in some of the largest cities, including Beijing and Shanghai. Other areas, such as Guangdong, Jiangsu and eight other cities in Guangdong Province are set to adopt the new standards by the end of this year.
chance to make key decisions on their own. The important caveat is that they do not come back from a trip only to second-guess all of the decisions made by those who lead in their absence. They realize that allowing successors to learn from mistakes is a valuable education and positions the organization for stronger health down the road when the successor CEO will need to rely on his or her own decision making based on experienced successes and failures.

Finally, controlling owner CEOs who spend time planning for their transition out of the CEO role position their successor CEO—-and therefore the family enterprise—for greater health in the future. It is important that they, along with their spouses, explore what life will look like in this next stage and plan accordingly. If they are going to transition from CEO to board chair, they should spend their time building a very strong board, and research and develop the skills necessary to be an effective chair. In this way, even though the controlling CEO is stepping away from hours in the office, he or she is fully engaged in the transition process.

Key lessons for the successful retiring controlling CEO:
1. Establish or reinforce standards of accountability across the leadership team to ensure the best systems and people are in place for the transition;
2. Integrate new ideas or ways of working from the successor CEO while you are still at the reins to lend your support to the important changes that your successor will need to bring to their role as leader;
3. Take time away from leadership to enable the next generation of leaders to make some decisions on their own and to learn from mistakes;
4. Actively and intentionally plan for your post-retirement life and roles with your family and the business.

How CEO Successors Contribute to the Transition Process

Family firm CEO successors contribute positively to the future health of the enterprise when they spend their time achieving success in their current assigned roles, developing mastery in the role and creating consistent results. Rather than spending time trying to convince the controlling owner to trust them, they make it obvious that they have the skills needed to take on more responsibility and authority through their performance. Once they have mastered an area of responsibility, they begin to develop a knowledge base or experiences that may be particularly useful when they eventually assume more responsibility. This might include exposure to new areas in the business, education outside of the business, or even participation in executive groups that will challenge them to improve.

Effective successor CEOs also manage their reactions to the situation of having to wait on assuming more authority. They practice productive responses to their frustrations. For example, if the controlling CEO becomes defensive when a new strategy is proposed, rather than react with an angry outburst about how obstinate the CEO is being, the successor might simply begin engaging in research and create a presentation using hard data to demonstrate how the new strategy would impact the business. They might approach the CEO saying something like, “I have been thinking a lot about a concept and how it might impact our business. Would you like to review it?” Assuming openness, the successor has now positioned the new concept for consideration rather than outright rejection. It gives a chance for facts to speak rather than engaging in an emotional conflict that prevents a potential useful strategy from being considered.

Above all, successor CEOs spend their time developing productive relationships with all key stakeholders—from employees to suppliers to clients to other family members. These efforts position them to be viewed as respected and effective leaders when they have earned the leadership mantle and will be in the position of making the hard choices that come with that role.

Key Lessons for the Successful Successor CEO:
1. Apply yourself to your current role to achieve full mastery and excellence;
2. Demonstrate openness to the wisdom of experience. Seek as many opportunities to learn as you can handle and be visibly open to constructive feedback;
3. Manage your emotions to develop effective ways of advocating for important change even before you are in a position of leadership;
4. Invest in your relationship with stakeholders in order to strengthen and facilitate your future leadership.

When both the controlling CEO and successor CEO spend their time working productively towards succession, the future health of the organization remains at the forefront of the continuity planning, as it should be. So, for all of you in the midst of transition—or who see it in your near-term future—how are you spending your time?
VW Making More Moves With MAN, Truck Business

Volkswagen Group will break up MAN and transfer its truck and bus businesses, as well as MAN Latin America, into VW’s new Truck & Bus Holding GmbH, according to German daily Frankfurter Allgemeine Zeitung. According to the paper, MAN’s diesel engine operations and Renk transmission business will find a new home within the Volkswagen group. MAN will maintain a separate listing, with its commercial vehicles and power engineering businesses, the paper said. MAN and Volkswagen declined comment. Earlier this month, VW said it was creating a new commercial vehicles group to combine its truck operations with those of MAN and Scania, two other truck manufacturers controlled by VW. Truck & Bus GmbH is to become the new Volkswagen Group holding for the MAN and Scania commercial vehicle brands. The shares in Scania AB held by VW AG will be transferred to Truck & Bus GmbH. The wholly-owned VW subsidiary already holds 75.28%. Truck & Bus Holding is led by Andreas Renschler, member of the board of management. Truck & Bus GmbH will steer and coordinate cooperation among the three commercial vehicle companies MAN Truck & Bus AG, MAN Latin America and Scania AB.

ZF Buying Bosch Rexroth’s Large Gearbox Business

ZF Friedrichshafen AG announced that it will acquire the large gearbox business of Bosch Rexroth AG. The acquisition agreement was signed May 13 and the two companies have agreed not to disclose the purchase price. The deal is subject to approval by regulatory authorities. The business covers industrial gears and gear systems are used in oil rigs, mine vehicles, tunnel drilling machines and wind turbine gearboxes. In 2014, Bosch Rexroth’s large gearbox business had sales of approximately €300M. ZF is taking over the two production locations of Bosch Rexroth AG in Witten, Germany, and Beijing, China, as well as a service location in Lake Zurich, Ill.
Technical Training, Seminars a Trade Show and Social Events made up the program for the ADS Latin American Regional Meeting which was held May 3-7 at the Now Jade Hotel in Riviera Cancun, Mexico. A total of 200 attendees participated in the event from 83 different companies representing 20 countries in Latin America from Mexico all the way to Argentina as well as the U.S., Europe and as far away as India.

Prior to the start of the event ADS sponsored a three day technical training class, and a one day business management class.

As is customary the meeting started with the traditional ribbon cutting and welcome reception within the exhibit hall which gave the attendees an opportunity to renew acquaintances as well as meeting new delegates. We would like to take this opportunity to thank those 21 companies in the exhibit hall for their support of this meeting. Once again this year the exhibit hall was filled with companies presenting their latest products and services.

On Monday morning the opening introduction was made by the Latin American Committee Chair Franklin Chu, during which he informed the delegates of the committee’s activities over the last year which has included a significant increase in Latin American Membership as well as many other developments within the Latin American Committee, these objectives were planned out at last year’s meeting in the Dominican Republic. Following the opening general session delegates heard 3 days of business presentations, motivational speakers as well as presentations from the manufacturers.

CONTINUED ON PAGE 32
UK Commercial Vehicles Market Up 43% in March

Demand for UK-built commercial vehicles increased by 43% in March thanks to a robust home market, according to the Society of Motor Manufacturers & Traders (SMMT). Britain produced 9,648 vans and trucks in March. In the first quarter of the year, 23,435 commercial vehicles were produced – a 19.1% increase over 2014.

SMMT said strong home sales and a ramp-up in volume production to meet demand for new vans are behind this growth. The UK’s CV sector saw a record quarter for registrations, with 108,456 van and truck orders fulfilled. Light commercial vehicles account for more than four-fifths of output. There was more evidence of the sector’s return to form in the export market, which has posted growth of 31% in March and 3.9% this quarter.

Natural-Gas Trucks Not Part of Truck Sales Boom

Truckers are ordering new equipment in record numbers, but are not turning to natural gas fueled heavy-duty trucks as fast as had been projected two years ago, according to a new report from ACT Research. The declining cost of diesel is making the return on investment for adoption of natural gas less lucrative, according to ACT’s “Natural Gas Quarterly.” Original projections were that 2015 would see a 5% penetration of natural-gas-powered heavy duty trucks, but based on 2014 actual results and the sharp drop in oil prices starting in the fourth quarter of 2014, the report calls that optimistic. ACT has developed a natural gas equipment payback index as a quick reference tool for fleets evaluating a switch from diesel to natural gas.
and suppliers regarding new products and services as well as products specific to various areas in Latin America.

Monday evening we had the third annual ADS Latin American Regional football (soccer) match which was between Mexico and “the rest of the world”, this match took place on the beach. After a grueling and very enthusiastic one hour and a quarter of play without a break, Mexico beat “the rest of the world” with a score of 2 - 0. A good time was had by all and we thank all those who participated as well as the cheerleaders and supporters for being good sports.

Tuesday around the noon hour 150 attendees boarded busses for a trip out to the “Secret River” where we were treated to a couple of hours exploring underground. After a late lunch and some rest time we returned back to the hotel.

Wednesday the program continued with the remaining seminars and training sessions. That evening the closing celebration was a dinner and entertainment as well as awards and the traditional raffles. During the awards, the highest honor, the Alfredo Christlieb Ibarrola award was presented to Mr. Victor Polanco from Talleres Polanco in the Dominican Republic. The technician of the year award went to Carlos Sanchez from Servi Diesel in Chihuahua, Mexico. In addition recognition awards were given to Oscar Garcia and Ricardo Berrueta for their work on the new ADS Latin American web page and Facebook page.

The evening continued with dancing as well as festivities, this was followed by Committee Chair Franklin Chu who thanked all those in attendance for their participation and bid everyone farewell wishing them a good trip home. The next Latin American Regional will be in 2016, the location has not been finalized as of this time.
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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.

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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.

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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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