



Bulldog®

A Culture of Safety

Three ways
top fleets keep
safety first

**Use Social Media to
Grow Your Business**

Mack Names Champion Technicians

New Mack® LR Refuse Model

Vol. 2 2015



Never caught off guard.



You don't have time for surprises, so GuardDog® Connect provides 24/7 proactive monitoring of your truck. When it detects a problem, a OneCall® agent connects you with our coast-to-coast dealer and repair network to quickly get you back on the road. And our fleet management tools further enhance operational performance, reduce cost and increase safety. Because with Mack, it's always all systems go.

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BORN READY.

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Operating a successful small business is never an easy or simple thing, but the pace of change in today's world makes it even more challenging. And, of course, managing a business that includes trucks has its own set of unique challenges.

That's why Mack is so focused on being the best partner for your business, especially your small business. Mack has made big investments over the last few years in terms of people, systems, facilities and programs to support our customers over the entire life cycle of their Mack® trucks. You read about some of these investments in the last issue of *Bulldog*: Mack's Uptime Center, OneCall® roadside assistance, the GuardDog® Connect telematics platform and ASIST fleet management systems. These maximize vehicle uptime, minimize downtime and keep fleets of all sizes running smoothly. But it goes beyond that, with parts distribution, technical support, expert spec'ing and our expanding partnered services offerings for fleet management.

We haven't neglected investments in our products, as the launch of the new Mack LR model clearly shows in this issue. The LR model is, quite frankly, head and shoulders above everything else available in the refuse market. When you consider that in the first six months of 2015 Mack launched this ground-breaking new truck, plus the energy-saving 6x2 liftable pusher axle and the unrivalled *mDRIVE™* HD automated manual transmission for vocational use, there is no doubt about our commitment to customers.

Mack's dealers have made their own large investments in facilities and people, enabling them to provide industry-

leading support wherever you operate.

We don't intend to sell you a truck and walk away until you need a new truck. Mack intends to be your business consultant.

This issue of *Bulldog* continues to provide useful information for your business, starting with our cover story about how to build a culture of safety in your company. We make and sell trucks with advanced safety technologies, based on our century-plus experience engineering trucks for the most rugged applications. But Mack's experience with vehicles teaches us how much more important the human and organizational aspects are to safety. This article presents expert insight from some of our customers who have established notable safety cultures.

Also in this issue are tips from a leading trucking company executive about how to keep employees motivated, a roundup of useful ideas to leverage social media for your business, the winners of the first Mack Masters competition and the launch of the new Mack LR model.

That's a lot. But it's also what you should expect from a partner.

Born Ready.



Stephen Roy
President, Mack Trucks North America
Sales and Marketing



HEADLIGHTS

Honoring America's heroes



Mack® Pinnacle™ used in Ride for Freedom

Mack Trucks employees honored America's fallen and missing military personnel during the 28th annual Rolling Thunder® – Ride for Freedom rally, which took place Memorial Day weekend in Washington, D.C. Employees from the Mack Customer Center and Macungie Cab & Vehicle Assembly, both located in Pennsylvania's Lehigh Valley, traveled by truck and motorcycle to Hagerstown, Maryland, for a special memorial ceremony at Mack's powertrain plant. Following the ceremony, Hagerstown employees joined thousands of other Ride for Freedom participants and continued on to the capital. A Mack® Pinnacle™ Axle Forward Rawhide Edition was used as the basis for the tribute truck and features custom graphics celebrating each branch of the U.S. Armed Forces, elements of the American flag and the motto, "A Beacon of Hope to All."



Mack Trucks named 2015 Commercial Vehicle Maker of the Year by TU-Automotive

TU-Automotive, a leading organization focused on the connected vehicle technology segment, recognized Mack's ongoing commitment to offering state-of-the-art uptime and telematics solutions with the 2015 Commercial Vehicle Maker of the Year Award. Mack received the award for Mack® GuardDog® Connect, its integrated telematics solution, and Mack Fleet Management Services during the TU-Automotive Detroit Awards ceremony in Novi, Michigan.

"Mack is honored to have been selected as the TU-Automotive Commercial Vehicle Maker of the Year, for our groundbreaking approach to telematics and data integration," says David Pardue, Mack vice president of aftermarket business development.



Oh, baby!

"A few years ago, we visited America and we fell in love with Mack trucks. We live in the Netherlands and there are not as many Macks like there are in the USA. We took a lot of pictures and my husband said, 'When we have a little baby boy, we will name him Mack.' On Oct. 20, 2014, our son Mack Hendrik Martens was born!"

Thanks to Marie-Jolie Martens of Doesburg, Netherlands, for sharing.

Now that's Mack pride!

Mack Shop baby items

Q: When is a new baby ready for Mack gear?

A: Your baby is Born Ready! Check out the infant wear including onesies, hoodies and bibs in pink or blue. It's never too soon to be a Mack fan.



Born Ready Bib \$6.99

Head over to www.mackshop.com and check out the wide variety of infant apparel and toys to get your Mack baby off to a great start.



Born Ready in grey & pink or grey & gold onesie \$10.99



Intake/Exhaust Onesie in blue or pink \$9.99



Ashley Stroud, right, winner of the Mack Trucks Guitar Giveaway at the Mid-America Trucking Show, receives his hand-crafted, Johnny Cash commemorative Martin & Co. D-35 guitar from "American Trucker" host Robb Mariani.

Mack gives away Johnny Cash commemorative guitar at Mid-America Trucking Show

It was Mack fan Ashley Stroud's lucky day when he won a hand-crafted, Johnny Cash commemorative Martin & Co. D-35 guitar. Stroud was named the winner of the Mack Trucks Guitar Giveaway, following a random drawing from all entries received.

"My girlfriend got the call that we had won, but we both thought they were kidding," Stroud said. "We ran over to the Mack booth and sure enough, we won. The next thing you know, I was being handed that beautiful guitar."

The first-ever Martin guitar finished in a sharp, polished black, the D-35 was one of Johnny Cash's favorite guitars. Fitting his "Man in Black" persona, Cash played this model of guitar on stage for nearly 20 years. Martin & Co. recently released a replica of Cash's guitar to commemorate the legendary musician.

"The Mack Trucks Guitar Giveaway was the perfect blend of three American icons: Johnny Cash, Martin Guitars and Mack Trucks," says John Walsh, Mack vice president of marketing. "We couldn't be more excited to have someone like Ashley, a true Mack enthusiast, win the grand prize."

Stroud, a native North Carolinian, is a longtime Mack fan. Working as a heavy-duty truck mechanic, he said he fell in love with the brand after experiencing firsthand Mack's reputation for well-built, tough and durable trucks that are easy to service. His enthusiasm for the brand goes beyond the workplace to his home, which welcomes visitors with a Mack door mat and features custom-built stools crafted from Mack truck seats.

As for his new guitar, Stroud says he definitely has plans to improve his playing ability.

"I picked up an inexpensive guitar years ago and have been learning to play a few songs," Stroud said. "I'm playing this new one every night and you can bet that I'll be learning even more."

Congratulations to the 2016 Mack Truck Calendar Contest final winners!

The response by Mack truck owners was overwhelming both in entries and voting. Thanks to all of you who submitted your truck and participated in the online contest.

Here are the final tallies:

242 entries 31,000 page visits
3,100 Facebook likes 30,000 votes



Pinnacle AB
2003 Vision
Mark Shelmire
Pensburg, Pennsylvania



Granite
2015 Granite
Tom Bennett
Fairfield, Connecticut



Titan
2014 Titan
Fred Soroudi (owner)
Jonathan Threatt (driver)
Los Angeles



Pinnacle AF
2005 CHN 613
Ron Wiemers
Manson, Iowa



Historical
1992 Superliner
Jason Bossert
Kamloops, British Columbia



TerraPro
2015 MRU
Triple T Trucking
Kevin Adams (driver)
Brattleboro, Vermont

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Safety rules

A woman with dark hair, wearing a black t-shirt and safety gloves, is focused on working on a piece of machinery. She is looking upwards and to the right. The background shows an outdoor industrial setting with a clear blue sky and some buildings in the distance. The overall tone is professional and emphasizes safety in the workplace.

**Three
ways top
companies
keep safety
first.**

By Denise Rondini

Most fleets and construction companies include a safety commitment sentence in their mission statements. Being “for safety” is as ubiquitous as the “How is My Driving?” placard on the back of trucks.

But building a company dedicated to safety is not that simple. Your efforts must be leader-driven and employee-owned, says author and safety culture business leader Brian Fielkow (www.brianfielkow.com).

“If the leaders are indifferent about safety and just giving it lip service, it is never going to catch on,” Fielkow says. “In order for a safety culture to form, it must be enterprise-wide.”

Safety is about more than rules and regulations: it’s about making safety a constant choice. “The focus needs to be on behavior and reminding drivers they control how they drive,” Fielkow says. “A driver can follow the car in front of him as if his family was in it, or he can follow too closely,” he says.

Drivers often take their cues from management. “Some managers either consciously or subconsciously push the driver to bend the rules, and that should never happen in a fleet with a healthy safety culture,” Fielkow says.

The bottom line, says Brian Lagana, executive director of the American Trucking Associations’ Safety Management Council, “is that from the very top down to the dockworkers, everyone has an absolutely critical role in maintaining the company’s safety and building a culture of safety.”

Check out these three ways to instill safety in every aspect of your business:



Florida Rock & Tank Lines operates Mack trucks in a culture dedicated to best safety practices.

Create a ‘safety epidemic’

Starting at the top of a company is critical to building a safety culture, but that commitment must also trickle down. For that reason, Fielkow is a strong believer that operations has a responsibility for safety. The safety department fulfills a valuable role, he says, but they are not able to execute on safety the way operations can. “Your safety department can teach, coach, train, and ensure there is accountability,” he says. “But if operations doesn’t own safety, and every safety issue gets punted to the safety department, that is not healthy.”

Jim Anderson, vice president of safety and risk management at Florida Rock & Tank Lines, a petroleum hauler in the southeastern United States, agrees. “We emphasize our safety mission throughout our operational management from our dispatchers, terminal managers, maintenance personnel and all the way to our safety group,” he says.

Every individual in the company has to strive to make safety happen. “Part of building the culture is looking in the mirror,” Anderson says. “We knew that we had to make some changes if we were going to get to where we wanted to be.”

And perhaps the most important thing is to set a safety goal. According to Fielkow, the only acceptable goal is zero accidents. “There are plenty of insurance companies or actuaries that tell you that zero is not attainable. But if “you are going to accept one [accident], you might as well accept 1,000,” he says.

Just because you don’t reach that goal the first year isn’t a reason to stop

‘Part of building the culture is looking in the mirror. We knew that we had to make some changes if we were going to get to where we wanted to be.’

Jim Anderson, vice president of safety and risk management at Florida Rock & Tank Lines

COVER STORY



Mack Trucks partners with American Trucking Associations' Share the Road program to educate motorists on sharing the road with big rigs.

trying, Fielkow says. After all, a safety culture doesn't happen overnight. "Start a journey to zero," he says. "You may not get to zero, but if you can cut your accidents by 75 percent, I would say you did pretty good."

One way to encourage drivers to buy in to a safety culture is through awards and recognition programs. "Safety awards really distinguish the recipient as one of the best in the industry, and it has a huge psychological impact not only on the recipient, but on their colleagues as well," says Lagana of ATA, which offers several awards programs for its members. "It really encourages positive peer pressure and it almost creates an epidemic of safety."

Safety award winners can become the opinion leaders within an organization, helping drive change. "You want people who have earned the respect of their peers by virtue of their actions," Fielkow says. "You have to bring those people in right away because they often know what is going right and what is going wrong better than anybody."

Internal safety incentives can help accomplish this. Florida Rock & Tank Lines has a combination of driver incentives, safety awards and safety contests. The safety incentive program is a monetary bonus that drivers are eligible for each quarter by performing their jobs safely and not experiencing any type of preventable incidences or other safety violations. Annually, this bonus equates to six percent additional compensation.

Florida Rock's safe driving awards recognize drivers for their years of safe operation. They also award the spouses to acknowledge them for their contribution and support of the drivers and helping to keep them safe.

Finally, for the past 10 years, Florida Rock has also held a safety contest. It starts with the driver, who is expected to drive for the entire fiscal year without experiencing a preventable accident. In addition, the terminal the driver operates out of has a defined



A simple measure such as using neon seat belts shows the driving public that your drivers are operating safely.

accident frequency rate goal that must be met. "This builds individual empowerment but also adds a team component, because if other drivers at the terminal are having accidents and the terminal fails to reach its goal, the driver is not eligible to be in the contest," Anderson explains. In addition to goals for drivers and terminals, there is also a

company-wide goal that has to be met. "If all of the metrics are achieved — individual, terminal and corporate — the driver qualifies to be in a drawing to win a Chevy truck."

With safety awards and incentives, it's important to keep the overall goal in mind. "I see a value in safety awards," says Fielkow, "but if we take one day a year to celebrate safety and give the awards and then the rest of the year we kind of ignore it, it is really not all that helpful." He likens this approach to a New Year's resolution to diet that only lasts until Jan. 15.

"The better way to do it is to take those awards programs and integrate them into an overall safety program that goes on 365 days a year. Then the awards ceremony is a culmination of the safety success of the company," he explains.

Often overlooked but just as important to a culture of safety is extending your safety message to the driving public. Florida

Rock & Tank wants to make sure the motoring public is aware of the fleet's commitment to safety. According to Mike Graber, sales manager at Nextran, the dealership for Florida Tank, "They have high visibility, orange seat belts installed so that anybody driving down the road can see that the driver has his seatbelt on."

Hire and train for safety

Building a team safety mentality starts during the hiring process for Florida Rock & Tank, Anderson says. The petroleum hauler sets high standards by seeking drivers who are committed to safety. The interview process includes safety related questions designed to assess their skills and safety consciousness.

Once hired, Florida Rock & Tank drivers go through an orientation program and then work exclusively with a driver trainer for a minimum of three weeks. At the end of that period, a senior trainer has to validate the driver's competency. In addition, within their first 90 days, drivers also attend a three-day driver training school which covers a variety of topics including the National Safety Council's Defensive Driving program, loading and unloading procedures, fatigue awareness, rollover prevention, transporting hazardous materials and other topics. "It really is a finishing school for the field training," Anderson says.

Stan St. Clair, operations manager at Portland-based McCracken Motor Freight, takes a similar approach.

"We just don't throw a guy out and say, 'Here, go out in the truck and take off,'" St. Clair says. Instead, McCracken has an employee dedicated to training, and all new drivers must work with him before going out on the road. "Some guys are only with him a day or two, and then some are with him a month," St. Clair says. "He won't let them go until he knows they are safe and ready and good to go on the road. These guys have 80,000 pounds that they are going down the road with, so we make sure they are capable of doing so."

Innocon, a ready-mix fleet with 191 tractors based in Toronto, has a formal training program, but the company also has a database of every safety-related incident so it can see where problems are throughout the



organization. "We have specific targets for safety, and we make sure that we are having conversations about safety," says Andy Ludwik, Innocon's fleet manager. "But we also commend people that follow safe work practices."

Your safety culture must be grounded in fairness, Fielkow says. Employees have to know that not all unsafe acts will be treated the same. Sometimes coaching and support is all you need to make somebody better. Other times you have to act more aggressively. "It is really creating a culture

where people feel like they are treated justly," Fielkow says. "If you have a culture that says every accident and every near miss is going to be treated equally and harshly, how likely is someone to bring a near miss or a hazard to the table?" he asks.

Getting the safety message out to employee's families is also critical. "It is no longer enough to transmit the safety message only to your drivers," Fielkow says. "Families have to understand that their loved ones are performing safety critical functions. Disruptions and distractions could be the difference between life and death."

At the end of the day, safety is not about rules and regulations. "People don't read through and digest a 400-page handbook," Fielkow says. "Rules and regulations are the bare minimum of what you should be doing. Just because you comply with the rules and regulations doesn't make you safe. It's about building a behavior-based culture."

'We have specific targets for safety, and we make sure that we are having conversations about safety.'

Andy Ludwik, Innocon's fleet manager

COVER STORY



Innocon designed the Guardian, a safety device to protect cyclists and pedestrians from injury, and installed it on their Mack Granite.

Spec for safety

How a fleet specs its vehicles can have a direct impact on safety. Beyond the baseline things that are mandated by federal and state law, “it really is up to the individual carriers as to how far above and beyond they want to go,” says Brian Lagana, executive director of the American Trucking Associations’ Safety Management Council.

There are the currently mandated or soon-to-be-mandated technologies such as electronic logging devices, speed limiters, stability control systems, and employer notification systems. Then there are the voluntary add-ons that aren’t mandated but go a long way toward further enhancing safety. This includes things like video event recorders, blind spot warning systems, on-board collision warning systems, and forward collision avoidance and mitigation systems.

Florida Rock & Tank Lines primarily transports petroleum products in the Southeast, and Anderson says rollovers are a big concern in the tank truck industry. For that reason, he says, Florida Rock & Tank embraced roll stability control systems early on.

“When this technology became available, I went to a testing facility and participated in a demonstration,” Anderson says. “If I could have equipped all of our trucks the next day with it, I would have done it.” Mack has been offering roll stability on its trucks since 2006, and it has been a standard part of Florida Rock & Tank’s spec ever since.

But Anderson says, it is not always the newest technology that can make the fleet safer. “It can be something simpler like where the mirrors are located,” he explains. Florida Rock has added fender mounted tripod style spot mirrors on the left and right sides of the trucks to give drivers more visibility.

Toronto-based, ready-mix feet Innocon has

developed several of its own safety products. The first is called a Hydras, which is a hydraulic rotary-actuated swivel for the rear chute of its mixer trucks. “Normally this is controlled by hand,” says Andy Ludwik, fleet manager, “but by having it done hydraulically, we’ve basically eliminated all our shoulder, upper body and lower back injuries.”

Innocon’s commitment to safety extends beyond making sure its own employees are safe. Ludwik also designed the Guardian, a panel that covers the drive wheels and bars that go between the drive axle and the second steer axle to prevent cyclists and pedestrians from going within the perimeter of the truck.

“There are more trucks and cyclists sharing the road, and therefore the potential for more accidents,” Ludwik explains. “These accidents often occur when trucks are trying to make a right hand turn at a light and the cyclist wants to go straight,” he says, “so we designed the Guardian to prevent the cyclist from falling into the drive wheels.” After an initial pilot program, the Guardian is being installed throughout the fleet.

Safety improvements can also offer significant cost savings, says Stan St. Clair, operations manager at Portland-based McCracken Motor Freight. For example, he says, automated transmissions (such as the Mack *mDRIVE*™) can provide a combination of both safety and fuel economy benefits. Eliminating the need to shift gives drivers “one less thing that they have to be mindful of whenever they are driving and watching traffic and having to concentrate,” he says.

The most important thing to remember, Anderson says, is that the journey to safety is never finished. “No matter what you have done to improve your safety program, you can never stop learning,” Anderson says. “You can

10 PROVEN SAFETY SYSTEMS

Stuart Russoli, highway marketing manager for Mack Trucks, says there are a multitude of ways to help improve driving safety. This checklist touches on the basics and many of the items listed are available today with even higher technology updates.

- Back-up alarms and camera
- Daytime running lights
- RH door peep window
- Fender mirrors and RH door down-facing mirror
- Automatic Traction Control
- Vorad side warning systems
- Road stability advantage (ABS, ATC and yaw sensors to detect and control possible rollover and jackknife situations)
- Collision warning systems
- Collision warning with active cruise
- Driver training on all new technology

never stop exploring other opportunities or technologies that will make you safer.”

After all, business leader Brian Fielkow says, “Safety is not a cost. It’s a strategic choice.” ■

AT WORK

Clean and green

Story and Photos by Carmen K. Sisson

Mack trucks drive Carolina Waste & Recycling's operation in South Carolina's low country.



Scott Fennell, president and cofounder of Carolina Waste & Recycling LLC, is pictured at the corporate headquarters in North Charleston, South Carolina. Macks comprise about 95 percent of the 60-truck fleet. The company was founded in 2002 and is the largest independently owned waste hauling company in the state.

AT WORK



A driver at Carolina Waste & Recycling LLC reports to the weighing station.

It is a typical morning at Carolina Waste & Recycling, and the steady rumble of Mack trucks underscores Scott Fennell's words as he talks about the company he founded with his father, George Fennell, in 2002. Many of his drivers began their routes at 2 a.m. and are lining up to weigh their trucks; others are off to the back of the lot with refuse to be sorted and recycled.

The dedication of the employees and management team have made the North Charleston company the largest independently owned waste hauling entity in the state, Fennell says. It's been organic growth, building upon lessons learned from the Fennells' previous business, Fennell Container Company, which was founded in 1973 and sold to competitor Republic Services in 1995.

They started Carolina Waste "from scratch" and exceeded Fennell Container's revenues in half the time. The company now employs 125 people, including approximately 70 drivers, with annual revenues of more than \$25 million. It operates throughout coastal South Carolina.

Carolina Waste's services are split into three divisions: Carolina Waste, Carolina

Processing & Recycling, and Carolina Landfill. Carolina Waste handles trash pickup for 15,000 residential homes, 4,000 commercial entities and 500 construction customers. They also collect trash for a number of local municipalities, including the City of Charleston.

As customers launch green initiatives, Carolina Waste has expanded to meet those opportunities by gathering, collecting and sorting through light, dry waste materials at its Carolina Processing & Recycling facility. It separates concrete, bricks, blocks, metals, cardboard, plastic, tires and wood, grinding what it can and transporting the rest to the company's own landfill.

The company handles more than 800 tons of material each day. Recycling has

become increasingly popular and makes up 15 percent of the 250,000 tons of light, dry waste materials Carolina Waste collects and processes each year. As more companies move toward zero-waste initiatives, Fennell sees great opportunity for vertical growth. Three on-site grinders stay busy, with one grinding more than 400 tons of wood per month for reuse.

"Grind, shred and destroy," Fennell says. "If a client asks us to recycle an item, we don't ever tell them no. We find a way to make it happen."

People are the backbone of the company, and Fennell says he does everything he can to ensure employee satisfaction, safety and service. He believes in offering competitive pay and benefits but also reaches out by holding monthly safety meetings where he shares industry information and asks employees for their input.

"I try to instill the philosophy of starting the day with a good attitude, and hopefully that positive message will spill out to their interactions with our customers," Fennell says. "If you're doing your best, even if things aren't perfect, your customers will understand."



Carolina Waste employees empty trash in the Shadowmoss subdivision.

“If a client asks us to recycle an item, we don’t ever tell them no. We find a way to make it happen.”

Scott Fennell, president and cofounder of Carolina Waste & Recycling LLC

Equipment matters

Fennell says equipment reliability is equally critical to the company’s success, and that’s why they have depended on Mack Trucks for more than two decades. Almost all of the 60-truck fleet is comprised of Mack® trucks, and the Carolina Waste maintenance department works hard to keep their trucks on the road and looking great.

“We were certainly pleased in the past with Mack,” Fennell says. “We thought they were very dependable, and they have a wonderful service center here in the Charleston area. We felt like they were the best truck in the waste-related industry. We need equipment that can get in and out of landfills even in bad weather and Mack trucks fit the bill.”

Carolina Waste has embraced advances in technology, finding it valuable for both safety and customer service. The fleet’s trucks are now equipped with a brake retarder system to help maintain a steady speed when traveling downhill, and every truck is outfitted with a tablet-driven route management system, allowing the driver to not only record service calls but to also photograph any issues, such as overloaded containers or vehicles blocking pickup. Drivers can send the data back to the office before they even complete their route and the photos provide support for issues that might have previously been open to dispute.

Drivers perform daily pre-trip and post-trip

inspections, reporting any issues so they can be dealt with immediately. Fennell says his maintenance workers have adjusted to the higher-level technology with the newer Macks and anticipates they will continue performing most of their own maintenance in-house.

Fennell relies on Bill Peek, his sales representative at Hughes Motors, Inc., in Charleston to keep him abreast of new technologies and Mack models that

may further improve his bottom line. It’s a long-term relationship built upon experience and mutual respect.

“We’ve been with Hughes Motors since the beginning,” Fennell says. “It’s a great partnership,”

Peek says it makes him proud to drive past Carolina Waste at the end of the day and see row after row of shiny Mack trucks, knowing he facilitated their purchase and that they are serving the company well.

“They truly are a top-notch operation,” Peek says. “I challenge you to find another refuse company that does such a good job

on maintenance. From the oldest to the newest truck, you can hardly tell them apart.”

Future growth


The biggest challenges for Carolina Waste have been not with their equipment or labor but with the rising costs of healthcare and insurance. As a result, Fennell is always looking for ways to curb the escalating costs, whether that means increasing training or adding new features to the equipment. Though he is happy with the specifications of his current fleet, he is always looking for better crash avoidance systems, improved fuel mileage, improved driver visibility and enhanced data collection.

Though he doesn’t anticipate expanding geographically, he does hope Carolina Waste continues to grow over the next decade. For now, they are going to stick to their successful formula — great people, dependable equipment and superior customer service.

“We’re very familiar with this marketplace,” Fennell says. “We’ve grown up in this marketplace all our lives, and we know the people and know the area. I would hope to say in 10 years that we could double our size.” ■



Trash and recyclable materials are sorted and processed at Carolina Processing & Recycling.



New Mack[®] LR Refuse Model

Boosts productivity through driver-focused design features

By Sage Johnson

Today's refuse companies face a host of new challenges: intense competition, labor shortages and an often difficult work environment. To help its customers deal with these issues, Mack stepped in with a new truck specifically engineered to meet customer demands. The Mack LR offers enhanced maneuverability, increased driver comfort and improved visibility, and is available initially in three-axle 6x4 configurations powered by diesel or natural gas.

"It's not just trash collection anymore," says Curtis Dorwart, Mack Vocational Products Marketing Manager. "Today, the refuse industry is part of the overall environmental cycle, and the people who work in it are very knowledgeable about not only collecting and controlling waste, but also pulling some value from it."

Mack built the LR series based on these insights. "The LR series really came down to what our customers were asking us to do,"

Dorwart says. "Product development is not something we do in a vacuum. We take time to listen, get feedback and then design the products that best suit customers' needs." Based on these conversations, Mack focused on three core areas for the new LR series: safety, comfort and cost of ownership.

Safety

Refuse and recyclable material collectors work in one of the top 10 deadliest jobs in America, according to a 2013 Bureau of Labor Statistics report. In response, Mack designed the new LR series with additional, larger windows to increase visibility, as well as a low step height and large grab handles to make getting in and out of the cab easier and safer.

continued on page 16



The LR series cab's enhanced driver environment includes an instrument panel with color LCD display.

The center storage holds lunch coolers, two-liter bottles and beverage cups; mobile phones and MP3 players.

For driver comfort there is in-dash air-conditioning, tilt and telescopic steering; power windows and door locks and memory mirrors.



ON EQUIPMENT



continued from page 14

Driver comfort

Like other trucking industry segments, refuse will continue to face a driver shortage. One strategy fleets of all sizes are relying on to improve driver retention is upgrading equipment, according to a recent survey by HireRight.

The LR series responds to this need with a host of enhanced features. "It's very highly tooled and automotive-like," Dorwart says. "Drivers in the refuse segment typically don't get a lot of the niceties in their trucks, but we've changed that."

The LR series cab features tilt and telescopic steering, power windows and door locks, memory mirrors, in-dash air-conditioning, standard in-cab LED lighting and an instrument cluster with color LCD display. Steering column-mounted main gauge pods for both the right-hand and left-hand driving positions enhance driver visibility and improve ergonomics. Centrally mounted radio and HVAC controls, accessible from both driving positions, round out the cab's features.

Mack has also included conveniences such as center storage for lunch coolers, two-liter bottles, beverage cups, mobile phones and MP3 players, as well as a rear-wall unit with two additional levels of storage. "Now the folks in the refuse industry have some of that 21st-century technology in their vehicles," Dorwart says.

Cost of ownership

Because refuse services are sold based on price, profitability depends on efficient operations, a challenge made even more difficult by increased regulation and market competition.

"Right now, refuse sector companies are trying to streamline their operations as much as possible," Dorwart says. "They are looking for ways to reduce their overall operations cost, and the biggest factor in that is versatility."

That's where the new Mack LR series can help. The LR model can be configured several ways, from a fully-automated side loader to an automated front loader, to a rear loader. Coupled with four different driving positions and six different door combinations, the LR series lets fleet owners mix and match features in order to simplify the fleet. "If you are running one type of truck with different configurations it streamlines your maintenance and makes your upkeep much easier," Dorwart says.

The LR series also features additional access points and mounting locations for wiring, controls, and joysticks that simplify installation and therefore, decrease maintenance costs.

Standard power is a Mack MP7 11-liter diesel engine with 325 to 345 horsepower and torque ratings from 1,200 to 1,280 lb.-ft. The Cummins Westport ISL G natural gas engine is an option. All LR models come equipped with an Allison RDS five-speed or six-speed automatic transmission.



The LR series was designed with enhanced safety features, including larger glass in the cab to improve visibility and rear wraparound windows that increase the driver's field of vision.

Like every new Mack truck, the LR is backed by Mack OneCall®, which offers around-the-clock roadside assistance anywhere in the United States and Canada at more than 500 authorized dealers and parts and service locations, and Mack's 5,000-plus qualified service facility network.

"Mack has a very long-term view of the refuse segment and the success of our customers," Dorwart says. "They are looking for long-term, committed partners on the supplier side, and that's where we come in with competitive products that get the job done and a complete support network." ■



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Get connected

Creating a social media strategy for your business

By Carolyn Magner Mason

Your social media presence is one of your most valuable branding opportunities. You're no doubt familiar with networking sites such as LinkedIn and Facebook, but you may not realize that a strong social presence can help grow your business, deepen your customer relationships, connect you with potential and existing employees and enhance your company's community and industry standing. These are benefits many of the nation's leading

trucking companies have long realized: According to a 2013 study by Carrier Logistics Inc., 68 of the top 100 freight haulers have a social media presence; and of carriers using social media, 80 percent have a Facebook page, 72 percent use LinkedIn and 64 percent are on Twitter.

While you may be satisfied with an attractive, easily navigated website, that's only the beginning of a professional, well-executed online presence.

Here are four ways social media can work for you:

1 Recruit drivers

Fleets use Facebook brand pages to recruit drivers because Facebook is where drivers hang out. More than 96 percent of company drivers have a Facebook account, according to the 2015 *Truckers News* Connectivity Report. Even more astounding is that 67.5 percent of company drivers say they use the Internet to search for new jobs. Many carriers report Facebook as the leading source of new driver leads. Facebook and other social sites let potential hires get a good feel for the company culture and interact with current drivers.

Other ways to recruit include using Twitter and YouTube to get the word out about your hiring needs, requirements and benefits.

Recruiting best practices:

- Include ways for drivers to apply for open positions. Link to your company website where they can complete an online application.
- Use an interesting photo for each post. Posts with images are 87% more likely to engage readers. *Source: socialmediaexam-iner.com*
- Use humor. Post a trucking- or construction-related meme or joke.
- Dedicate one person to maintaining your brand page so they can develop a consistent voice for your brand through frequent posts and timely response to comments



Highway Transport uses its Facebook page to promote its pay package to potential drivers.

and questions.

- Share content that's not your own. Check out industry websites for articles of interest to your target audience.

Good for recruiting:    

2 Retain employees

Facebook, digital newsletters, company blogs, Twitter, YouTube and Pinterest are all platforms you can use to increase employee engagement and create a sense of corporate family and connectedness — all of which leads to increased retention. Blogs, community posts and social media feeds give employees a place to meet other employees and share common experiences. One fleet owner says he engages in online, family oriented games such as Words with Friends, with select employees.

Retention best practices:

- Show employees you appreciate them by posting safety award and recognition videos and photos.
- Call out work anniversaries and personal milestones such as weddings and births or if you have privacy concerns, private message employees with your congratulatory message.
- If employees or their family members post negative comments, quickly post a response with a suggested resolution to show you are responsive to concerns.

Good for Retention:    
Words With Friends, Games



Sharing tips to help your employees stay fit is a good way to show them you care — and improve retention.

3 Connect with customers

Show your customers you are proud of what they do by sharing their press releases and industry achievements on your social pages. They will appreciate your efforts to help spread the word about their companies' accomplishments.



Superior Transportation uses its Facebook page to showcase its customers' interesting projects, such as these fuselage sections for Lockheed Martin.

If you receive requests for information or complaints from customers, respond immediately with the information requested or a suggested resolution to the problem. This shows your customers you are engaged and sends a message to potential customers about your responsiveness.

Customer best practices:

- Get permission before posting customers' content to your social pages.
- Have a plan in place for responding quickly to requests for information. Make sure your social media manager knows who to contact to get the appropriate information if they don't know the answer.



- Have a plan in place for responding to complaints. Even simply acknowledging the issue and letting them know you will get back to them with a resolution goes a long way if it's not a problem you can resolve immediately.

Good for connecting with customers:

   Your Website

4 Demonstrate thought leadership

Establish your managers as industry thought leaders by posting informative, engaging content on sites such as LinkedIn. Consider live tweeting conferences you attend and posting industry breaking news and new products. Attend webinars and interact with other leaders during and after the event. Tweet photos and interesting new products from industry trade shows.

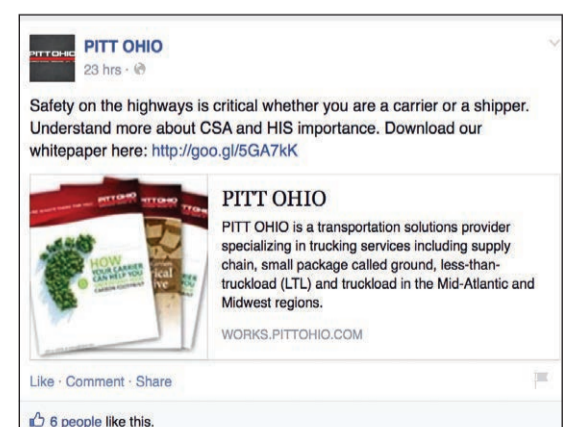
If you have team members who are experts on topics such as safety, regulatory issues or other industry concerns, ask them to write a regular blog for your company website and post links to it on your social media sites.

Thought leadership best practices:

- Encourage your managers to tweet from industry events using the event hashtag (Examples: #truckshow, #WasteExpo2015).
- When your managers speak at industry conferences be sure to ask for video of the presentation and push it out on your social pages.
- Comment on articles on industry magazine websites, as well as postings to magazine and association social pages.

Good for industry connections:

   Forums, Webinars



Pitt Ohio demonstrates thought leadership by sharing whitepapers on CSA, sustainability and other topics through its social media platforms.

ON BUSINESS

Tools of the trade



Create informative, engaging Facebook branded pages for your business.

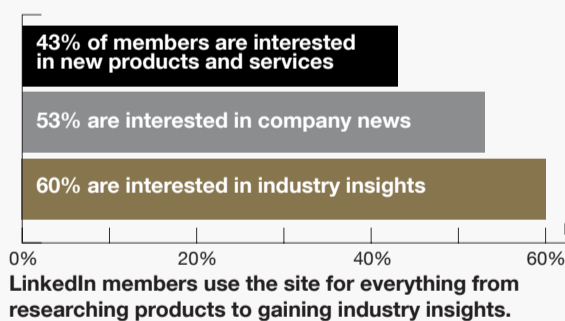
Facebook

Facebook is the most used form of social media in the United States. Employees and clients may interact on your page, sometimes at the same time.

- Make sure your branded page has an accurate, engaging description and links to your website.
- Update daily with interesting content such as weather reports, new regulations, highway closings and lifestyle tidbits.
- Stick with one- or two-sentence updates and always include a photo.
- Ask followers to “like” or share or submit photos.
- Respond to negative comments and only remove under extreme circumstances.
- Allow your social media coordinator to develop a voice and rapport with readers.

LinkedIn

LinkedIn is the top social media site for job seekers, recruiters, professionals, industry influencers and professional networking. According to the 2015 CCJ Connectivity Report, 50 percent of responders say they use LinkedIn and 97.7 percent of those who use LinkedIn say they have their own account. The



Equipment World Connectivity study reports that 43.1 percent of responders use LinkedIn and of those users, 42.4 percent check the site daily.

- Personalize your message to the audience by using a great subject line: “Great meeting you at the CCJ Spring Symposium!”
- Share insights about your perspective on the industry.
- Encourage response.
- Write brief, concise updates.
- Plan your content strategy.
- Post frequently.
- Get help. Hire a social media coordinator and/or use management partners such as Hootsuite and Buddy Media.



Twitter

Grow your business 140 characters at a time. Use Twitter to generate awareness, connect with customers, attract employees and drive sales. Once you build a simple profile, here are four ways to get the most out of your Twitter usage.

- Keep your ear to the ground: This is where you find out what’s going on in the industry as it is happening. Listen in on the conversations and jump in to ask questions or contribute.
- Build your brand: Raise the profile of your company and extend your reach by regularly tweeting to customers.
- Customer service: 73 percent of Twitter business users say they use the service to respond to customer service issues. This builds your reputation for responsiveness.
- Connect with influencers: Twitter allows you to join in the discussion with industry experts and leaders.

Source: Twitter+DB5’ Twitter for Business Study, 2014

YouTube

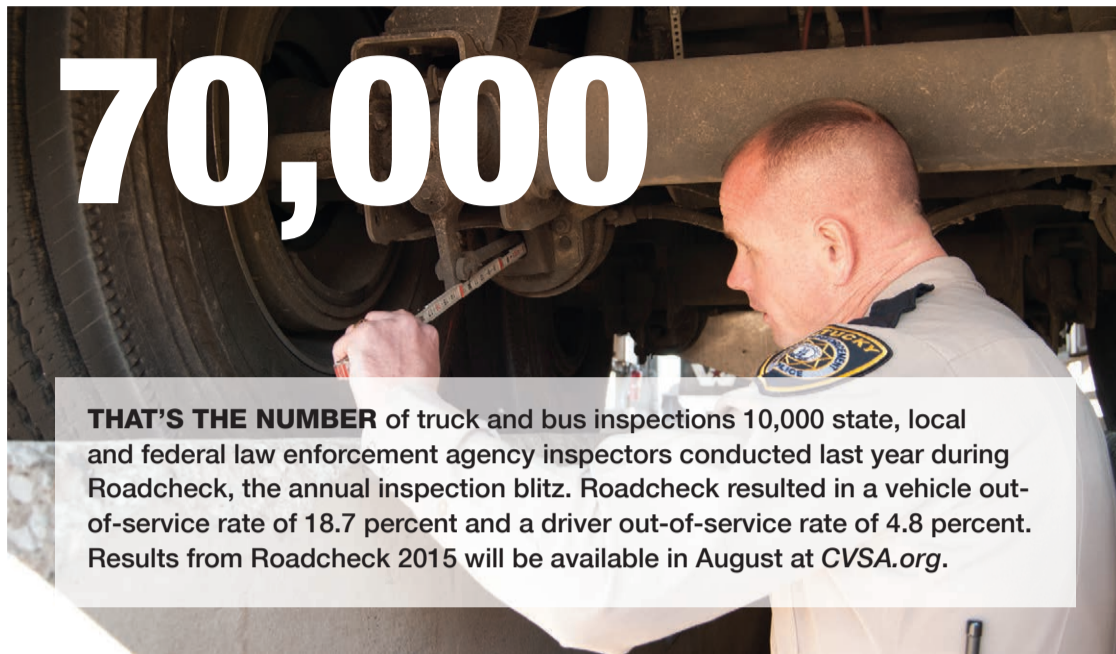
YouTube videos can amplify your job posts, drive social shares and create opportunities to connect with potential employees and clients.

- Use employee testimonials to give job descriptions or postings a human face.
- Use customer testimonials to tout your company’s advantages.
- Build blog posts around the videos. This gives you extra content and enhances the reader relationship.
- Geo-target your videos to reach drivers and



Superior Carriers posts short videos on YouTube and Facebook about their operation.

other potential employees based on geographic locations.



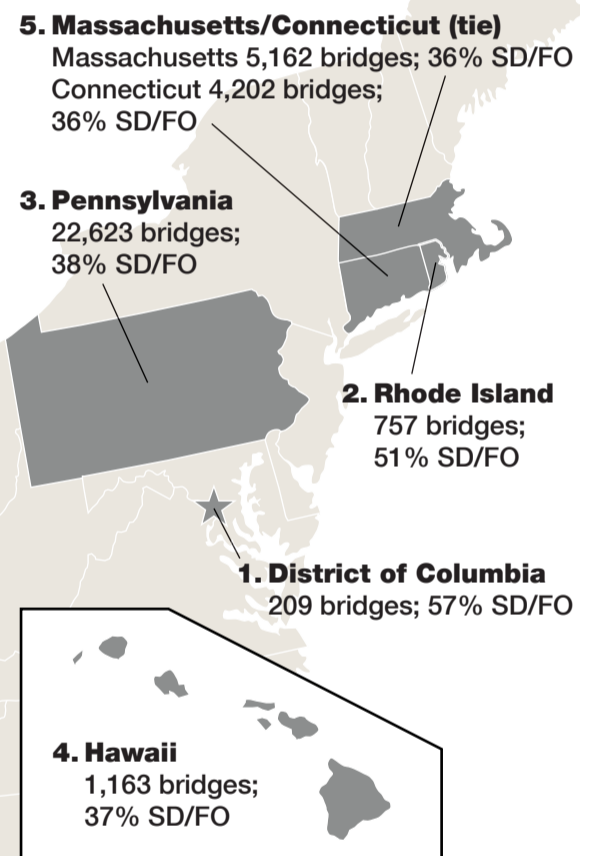
70,000

THAT'S THE NUMBER of truck and bus inspections 10,000 state, local and federal law enforcement agency inspectors conducted last year during Roadcheck, the annual inspection blitz. Roadcheck resulted in a vehicle out-of-service rate of 18.7 percent and a driver out-of-service rate of 4.8 percent. Results from Roadcheck 2015 will be available in August at CVSA.org.

CONSTRUCTION

A bridge too far gone?

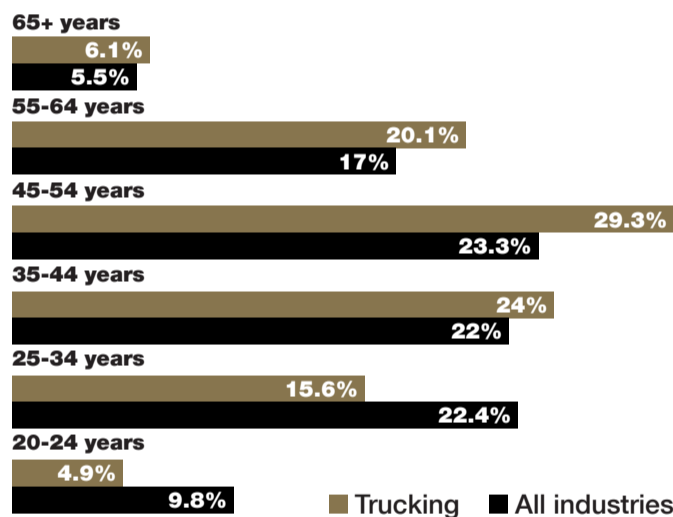
THESE FIVE STATES and the District of Columbia have the worst bridges in the nation, according to the annual *Better Roads Bridge Inventory*. The annual survey of bridge engineers determines the percentage of bridges in each state that are structurally deficient (SD) and functionally obsolete (FO). Insufficient funding is cited as the main obstacle to improvement, *Better Roads* editors say.



RECRUITING

Trucking's age old problem

COMPARED TO OTHER INDUSTRIES, trucking employees, especially drivers, are considerably older, with nearly 30 percent falling into the 45-54 age group. At the same time, trucking has the lowest percentage (15.6 percent) of workers in the 25-34 age group. The question is, will there be enough experienced 25- to 34-year-olds to take the place of the 45- to 54-year-olds who will retire in the next 10 to 20 years?



Source: American Transportation Research Institute

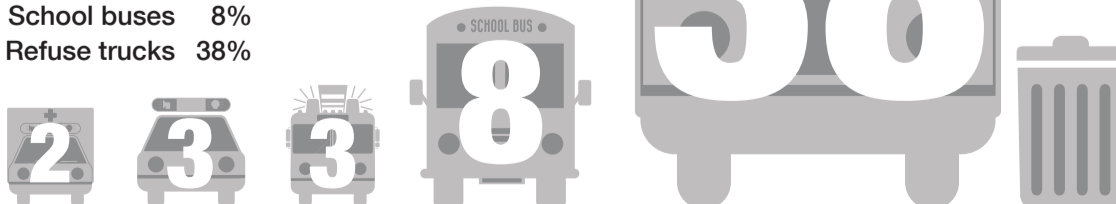
REFUSE

Just say no to racing around refuse trucks

AMERICANS ARE TEMPTED to speed around refuse trucks more than any other type of service vehicle, according to a recent survey by the National Waste & Recycling Association. It's no wonder, then, that waste and recycling collectors have higher fatality rates than other public service professions. Through its Slow Down to Get Around campaign, NWRA is promoting legislation to protect refuse collectors. For more information, go to <https://beginwiththebin.org/slowdown>.

PERCENTAGE OF MOTORISTS WHO SPEED AROUND:

- Ambulances 2%
- Police cars 3%
- Fire trucks 3%
- School buses 8%
- Refuse trucks 38%



ON-HIGHWAY

Are you an Apple or Android fanboy?

IF YOU'RE A FLEET EXECUTIVE, chances are you own an iPhone, with more than 50 percent choosing Apple's top-selling smart phone. Drivers, on the other hand, prefer Android by 68 percent to 22 percent. Drivers appreciate the low- or no-cost Android devices and the excellent coverage in the often out-of-the-way places they go. Fleet execs, on the other hand, can better afford the latest Apple products. How do you compare?



Source: CCJ Connectivity Study April 2015

Managing motivation

A conversation with David Wilkinson, senior vice president of operations for Cardinal

By Carolyn Magner Mason

David Wilkinson brings more than 23 years of logistics,

transportation and home delivery experience to Cardinal, one of the industry's most respected integrated logistics and transportation providers.

Wilkinson joined the Cardinal team in July 1998 and currently serves as senior vice president of operations. In this role he is responsible for all operations in the Eastern region of the United States, which includes the Southern, Mid-Atlantic and New England markets. Wilkinson took time to talk to *Bulldog* about how he motivates employees in an industry plagued with driver shortage and churn.



Photos by Kirk Zutell

David Wilkinson gives an encouraging word to Cardinal driver Jared Wank.

Q: Are there things that motivate employees that surprise you or you didn't expect?

A: Not that I didn't expect this, but an employee whether a manager or professional driver wants to "feel a part of something." When they feel they contributed to the success of the company it is a great feeling, and you want to keep that feeling going. That is part of the magic at Cardinal — everyone feels that they contributed to its success, and we believe that they did.

Q: How important is a career path to your employees?

A: Absolutely critical; everyone wants to be on that winning team and feel they helped with the success and growth of the company. When you have growth like Cardinal has had, we need to have internal succession plans, as well as plans for future growth. When we hire an individual, we are hiring an individual that can perform at least two levels higher, because the growth will come.

Q: How would an employee describe your company's culture?

A: We pride ourselves on being a large company with a small company feel. Culture is extremely important to our organization, and this starts with our executive group and filters throughout the organization. We have been fortunate that we have maintained this culture for the 18 years Cardinal has been in existence. To be quite frank, we are and act like a family.

Q: The trucking industry is plagued by turnover. Do you have any theories or see any long-term solutions?

A: We have always seen this driver shortage coming, and since day one we have

always said, "whoever has the best drivers wins." So we started this company with that in mind, and our extremely low turnover and growth are proof that concept is correct. It's not all about pay; it's about quality of life. Cardinal tries to provide a balance between those two. I wish I had a crystal ball, but absent that we need to maintain our low turnover and only hire the most qualified folks we can. Our stellar reputation is our true win.

Q: How do you measure employee motivation and engagement?

A: We take a hands-on approach and we get direct feedback from front line managers and supervisors. This information is directly channeled to senior leadership to ensure we have motivated and challenged employees.

Q: Do you track your turnover?

A: Obviously, turnover measurements are used as well as surveys multiple times per year. But the grassroots approach of gaining direct feedback works very well.

Q: What is your driver turnover rate?

A: We have a much lower turnover rate than

the industry average and are very proud of that, especially in today's unique driver market. This is a direct result of being involved with the drivers and understanding their needs.

Q: How do you motivate employees to do their best for the company?

A: There is no "magic bullet" for this. It takes a plethora of programs to motivate employees, especially when we have operations that are nationwide, and each is unique to our customers. We take a tailored approach by coupling corporate programs along with individual operating locations programs.

Q: Is there something you would like to do to increase motivation if you had the opportunity?

A: In a perfect world, I would love to be able to talk to every employee several times per year and share my excitement about Cardinal and its future, but obviously time does not allow that. So, we do the next best thing and motivate our managers and front line managers so they can communicate with our field employees. ■

ABOUT CARDINAL LOGISTICS MANAGEMENT COMPANY

Cardinal Logistics Management Company is a privately held third-party logistics provider serving the United States and Canada. Cardinal and its affiliates offer an integrated service platform to customers including dedicated, irregular route truckload, full-service truckload brokerage, warehouse-based logistics and managed transportation services. Cardinal, headquartered in Concord, North Carolina, is one of the largest for-hire providers of dedicated refrigerated transportation in the United States.

For more information, visit www.cardlog.com.



Mark Bostick, president of Comcar Industries, sits at his father's desk.

Rooted in tradition

Family pride fuels six decades of growth at Comcar Industries.

Story and photos by Carmen K. Sisson

Comcar Industries has a rich history studded with achievements. Over the past 60 years, the family-owned business has built not only a trucking empire but also a quiet reputation for getting the job done right, with the warmth and sincerity of a Southern company rooted in tradition.

The Comcar difference is evident from the moment you enter the property, which is nestled in a downtown industrial area of Auburndale, Florida, and encompasses most of the block. The company's white trucks, emblazoned with red and blue stripes, enter and exit almost continuously.

A painting of company founder Guy Bostick

— now 94 and retired — looks down upon it all from a wall in the building's lobby. His influence at the heart of everything Comcar has become and everything it stands for in the trucking industry is still on display.

Mark Bostick, Guy's son, is determined to carry on his father's legacy, with an unwavering belief in hard work, family values and a corporate culture built upon people first.

Mark Bostick always knew what he wanted to be when he grew up. He learned the trucking industry at the knee of his father, who worked long hours building what would eventually become Comcar Industries. By the time Mark was 14, he was washing trucks and trailers and learning the ins and outs of the



company he would someday own.

He loves to tell the story of the company's humble beginning. In the 1940s, Guy Bostick sold the family car (much to the chagrin of his wife) to buy his first truck. In 1953, he founded Commercial Carrier Corporation, figuring that if he could eventually own 25 trucks, he would be doing well.

By the time Mark Bostick joined his father full time in 1981, the company had annual revenue of more than \$30 million. Today, it's more than \$400 million, and the small family business is one of the country's leading carriers, running four separate companies with more than 45 locations nationwide, with more than 4,500 employees and 3,000 trucks.



Comcar was founded in 1953 by Guy Bostick, and Mark Bostick is keeping his legacy alive through his people-first philosophy. Comcar has become one of the country's leading carriers, running four separate companies, with offices in more than 45 locations nationwide.

The flagship company, Commercial Carrier Logistics — Comcar — handles dry bulk commodities, construction materials and consumer products on short-haul, regional, interstate and intrastate routes. Midwest Coast Logistics, based in Sioux Falls, South Dakota, is a refrigerated truck line; and Coastal Transport Logistics, based in Savannah, Georgia, is a flatbed carrier. CTL Distribution Logistics, also based in Auburndale, Florida, is a local, regional and long-haul chemical tank line.

"I always knew this was what I wanted to do," Bostick says. "My father never pressured me to be involved, but I felt like it was such a great opportunity. When I went off to college,

I took business and management classes geared toward eventually becoming part of the family trucking business."

His sons, Barrett Bostick and Scott Lingenfelter, are following in the family footsteps as well, with the former working as Comcar's president of commercial carriers, and the latter serving as vice president of purchasing.

Mack® Pinnacle™ DayCabs and sleepers comprise about 80 percent of the fleet. The trucks average 2.5 years old, with most logging 100,000 to 125,000 miles per year.

"We want trucks that run and don't break down," he says. "We want a truck that all we have to do is preventive maintenance,

changing oil and tires and things like that. We want the uptime."

He shares a close relationship with his local Mack dealer Charlie Brown, executive vice president of sales and marketing at Nextran Truck Centers in Orlando, Florida. One of their earliest projects required Brown to rush deliver 100 trucks, which he did. Over the years, there have been other challenges, but Bostick and Brown have always solved them together.

"Mack is really the leader in the industry," Bostick says. "They've got a good product, and it's been reliable. But it's not just selling the truck, it's about being there after the sale and helping us if we have issues or problems. I feel like Charlie is part of our team."

AT WORK



Approximately 80 percent of Comcar's 3,000-truck fleet is composed of Mack trucks.

Photo: Mike Potthast/Potthast Studios for Comcar

“Mack does this for everyone,” Brown says. “There is an extremely close relationship between Mack, the customer and the dealer.”

Having the right equipment is important, but it's equally important to hire the right people to operate the equipment. Many of Bostick's employees have been with the company more than 40 years, and newcomers undergo a rigorous 60-step hiring process. The company's standards are so high that only 1-2 percent of applicants are hired.

“Our people are an integral part of what happens here,” he says. “Anyone can operate trucks and trailers; it's the spirit and professionalism of the people that make the difference.”

Comcar, like most fleets, has to deal with the industry-wide shortage of qualified drivers. The recession forced Comcar to downsize the company by more than 1,000 employees, a hard time for everyone involved. But even as the nation recovers, the driver shortage remains a huge challenge for Comcar. Regulations, an aging population of drivers and the lack of interest in trucking by young people creates a perfect storm of labor shortages.

However, Comcar has stayed competitive in both driver pay and benefits. Even more important, their drivers gain a sense of workplace family and an ingrained corporate culture that began with Guy Bostick and is carried on today through his son and grandsons.

“We try to treat people like we would want to be treated: with dignity, courtesy and respect,” Mark Bostick says. “It was important to my dad, and it's important to me. We



“We try to treat people like we would want to be treated: with dignity, courtesy and respect. It was important to my dad, and it's important to me. We try very hard to make sure that philosophy permeates the company.”

Mark Bostick, president of Comcar Industries

try very hard to make sure that philosophy permeates the company.”

Though his father is 94 and no longer works in the office, his desk has remained just as he left it. The corporate culture he established remains as well.

“My father taught me to treat people right, work hard, do the right thing and be honest and ethical,” Bostick says. “Your word is your bond. We believe in buying good equipment and maintaining it, and we value our people and want to do things the right way.”

Bostick says he hopes to continue moving forward on the same steady trajectory that

has carried Comcar through good times and bad.

When potential new hires walk through his doors, he always looks for people with good attitudes who want to be part of a team.

“I tell people, ‘Life is too short not to enjoy what you do,’” Bostick says. “I want people to look forward to coming to work and being here.”

As for Bostick, there is nowhere else he would rather be.

“It's obviously in my blood,” he says. “There are always challenges, but there are always opportunities, too.” ■



Blood, sweat and gears

Mack crowns inaugural Mack Masters competition champions

Mack Trucks crowned team Babine PG champion of the inaugural Mack Masters Competition. Members of the team from left: Dan Orser, Tyler Kronebusch, Matthew Giesbrecht and Clarence Oosterhoff.

Competition makes us better, especially with tough challenges, and the best part of a competition is the camaraderie and team spirit among competitors. The competitors in the first-ever Mack Masters competition are professionals from Mack dealers' parts, warranty and service departments who not only excel at their individual jobs but also shine as an integrated team. The excitement and pride carried through to the final round of the inaugural Mack Masters competition, held in mid-June at the Mack Customer Center in Allentown, Pennsylvania. The competition by Mack Trucks Academy works as a team building and training opportunity for dealership service and parts professionals to learn together and to compete together and ultimately provide better customer support.

The contest featured the top five customer support teams from Mack dealers across North America. Following an intensive, hands-on final challenge, team Babine PG from Babine Truck & Equipment of Prince George, British Columbia, Canada, was crowned Mack Masters champion. Members of team Babine PG are Matthew Giesbrecht, Tyler Kronebusch, Clarence Oosterhoff and Dan Orser. Giesbrecht says not only was the win confirmation of the group's talent, but it was also fun to challenge the group to work as a team.

"People ask how you practice for something like this, how do you study," he says. "You don't. You just have the experience and

getting to do this with the people you work with, it's a blast. It's fun."

"It's amazing," Clarence Oosterhoff adds. "It's recognition for all the years of blood, sweat and tears and long hours and all the training. It hasn't sunk in quite yet."

Kick off!

The Mack Masters competition kicked off in September 2014 and was designed to test participants' knowledge of Mack service procedures and systems with questions and tasks that require the teams to work together to solve problems.

Nearly 1,000 participants entered, making up 263 teams from 171 locations throughout the Mack dealer network. After competing in three rounds of online challenges, five finalist teams were selected, with one team representing each of Mack's sales regions: Canada, Central, Northeast, Southeast and one from the combined West & Southwest regions. The other finalist teams competing represented Westfall O'Dell Trucks Sales of Kansas City, Missouri, O'Connor Motor Company of Portland, Maine, Nextran Truck Center of Jacksonville, Florida, and Mobile Fleet Service Inc., of Yakima, Washington.

Skills and thrills

The final round of the competition featured five individual stations, each with a unique set of service challenges. Ranging from the



Technicians are tested on a range of service challenges.

installation of a complete engine harness to troubleshooting a truck with multiple service codes, each team had just 30 minutes to solve the issues. Once completed, teams rotated to the next station until they had tackled all five challenges. A panel of Mack experts at each challenge evaluated and ranked the teams' performance.

And the winner is ...

Each team proved to be a strong competitor in a very close competition, but the team from Babine Truck & Equipment came out on top. "Mack Masters is all about recognizing our outstanding technicians who demonstrate the skills, collaboration and problem solving needed to service today's sophisticated trucks and maximize uptime for our customers," says Stephen Roy, president of Mack Trucks North America.



Transportation Museum Looking For Antique Mack Truck For Display

The William Penn Memorial Museum and Archives Building, built in 1964, just north of the Capitol, in Harrisburg, Pa. contains a transportation section for which an antique Mack truck in restored condition is desired. Since the museum places emphasis on products manufactured in Pennsylvania, a Mack truck on display would be a natural.

Limiting factor, however, is a freight elevator which is the only access for large items to the transportation area. The elevator will accommodate 16½ foot length by 8 foot width. The criterion then is to find an antique Mack under 16½ feet in overall length. None of the current Mack antique vehicles in Allentown are small enough to fit the elevator.

Does any "Mack Bulldog" reader know of such a vehicle (it could be a Model AC Mack tractor) which might be available for display on a loan or donation basis for the Harrisburg museum? If so, kindly furnish details to Editor, Mack Bulldog, Mack Trucks, Inc., Box M, Allentown, Pa. 18105.

The initial appeal was included in Vol. 3 Bulldog, May-June, 1968.

It took 47 years, but this Mack is worth the wait

In 1968, the State Museum of Pennsylvania sent out an appeal requesting a Mack truck to display. The request contained specific size limitations due to their desire to house the exhibit on the second floor of the museum. The Mack truck would have to fit in an 8-by-16-foot elevator. At the time, most Mack truck models available greatly exceeded their size restrictions; the appeal remained unfulfilled for nearly 47 years.

Fast-forward nearly five decades when the Mack Trucks Historical Museum was contacted again by the State Museum of Pennsylvania with the same request from 1968. They still wanted an antique Mack truck to display on the second floor of the

museum. This time around, there was a truck that fit the requirements and Mack Trucks Historical Museum agreed to loan their 1925 Mack AB tractor. This particular truck was donated to the Mack Trucks Historical Museum in 2007 and met all requirements. The State Museum of Pennsylvania gratefully accepted the offer.

After patiently waiting for so long, the relocation of the Mack AB was scheduled to happen under an extremely tight timeline due to museum renovation and the transfer required both teams working together on logistics. The transfer was completed and now, the antique tractor is on display as part of the State Museum of Pennsylvania. ■



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