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diesel tech
solutions

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Growing profits through acquisitions

Banding together
Mack teams with Zac Brown Band

Pin-up trucks
Meet the 2018 Mack Calendar Contest winners

Vol. 3 2018



MACK®

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*Sample lease payment only based on 60-month term, 100,000 miles per year, Base 70" single bunk specification leased with Mack Financial Services. \$5,000 customer down payment or trade equity is required. Monthly lease payment subject to change with any spec modifications that affects list price or residual value. Offer available to qualified Fleet customers only. Fleet customer is defined as a company operating 10 or more Class 8 units of similar application. The lease of a single (one) unit as a "seed" unit may be available for qualified Fleet customers. Maximum of 25 units per customer will be allowed under the terms of this program. This program cannot be combined with any other offers or programs. Mack Financial Services reserves the right to amend or cancel this program at any time without notice and at its own discretion. Final approved transaction terms including initial rental payment are subject to standard Mack Financial Services credit underwriting guidelines and advance policy. Approvals will state the program terms and any other conditions deemed appropriate by Mack Financial Services. Not all customers will qualify. This offer is available to U.S. residents only. This offer expires December 31, 2018.

**BORN
READY.**

A heavy-duty approach to the technician crisis

6 Mack drives diesel technician innovation



3 Headlights

- Mack salutes champion drivers
- Anthem team garners top design award
- A season of RoadLife captures real stories of trucking
- Highway Thru Hell star turns to Mack Anthem®
- Meet the Mack Calendar Contest winners

continued on page 2

On Business

12 How to use acquisitions to grow profit in a tight market





One of the ways Mack has become an iconic American brand is by a constant focus on customer service and support. I'm responsible for Distribution Development at Mack and I know how important it is to uphold that reputation. As our customer, you come in contact with Mack Trucks in many ways, but the most important aspects of Mack for you is your local Mack dealer and the entire Mack dealer network that is your life-line of support. What you don't usually see is all the support behind the scenes. Standing behind your local Mack trucks dealer are hundreds of people with only one job and that is to make the Mack dealer network the best in the industry so as to deliver on the Mack quality commitment to customers.

Distribution Development exists solely for the purpose of improving the dealer network. We do this through a field team who are well-seasoned in our industry and work with dealers as experts in their field of knowledge to share best practices and provide the best possible customer experience.

Technical training is another way the Distribution Development organization reinforces the Mack brand and ensures reliability and continuity of customer support. Our goal is to ensure that our customers can count on service and repair that is consistently high quality from one dealer location to another across North America. We want our customers' experience to be the same on the road as it is home.

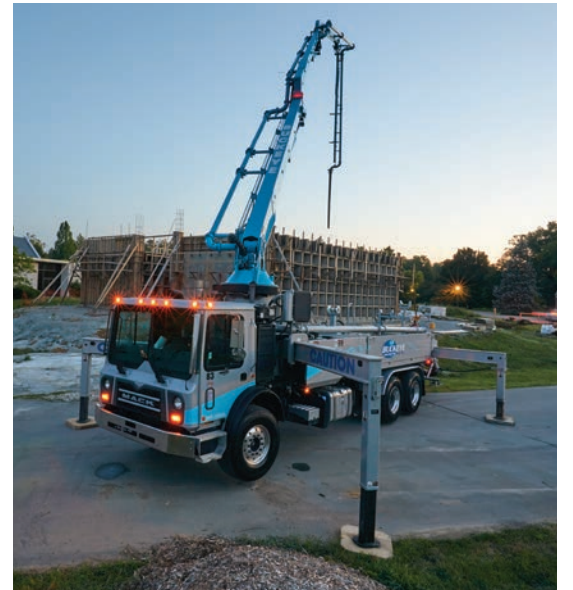
As described in the lead article in this issue, Mack offers comprehensive, segmented technical training to our dealer technicians via the DATE program. DATE offers exceptional education and career opportunities to its technical students and allows our brand to safeguard first-rate technical support throughout our dealer network. The Mack Trucks Academy provides all Mack technicians with an industry-leading learning management system, access to a myriad of online educational resources, instructor-led training, and continuous education and certification requirements throughout their careers. Each Mack dealer location is required to have at least 40% of their technicians at each location to be certified as Master Technicians. Certified technician requirement at each participating location guarantees the Mack commitment to quality repair and technical service is maintained from coast to coast. The Mack Trucks Academy is dedicated to upholding support for our thousands of North American technicians both throughout their educations and careers, providing continuous improvement initiatives and demanding an unyielding commitment to excellence.

The Mack dealer network is our customers' network. The experience belongs to them. As an organization, the promise of that experience is ours to keep. At Mack, we are committed to a dealer network that outmatches our competitors' and guarantees that our customers can count on quality repairs, parts, and service — anytime, anywhere.

David Winner, senior vice president, distribution development, Mack Trucks

CONTENTS

continued from page 1



At Work

16 Clean Harbors relies on Mack Trucks to power its hazmat operation across North America.

20 Buckeye Concrete Pumping stays competitive with Mack trucks

23 Mack LR trucks tough enough for Waste Control Services



26 Taillights

Zac Brown Band and Mack Anthem® hit the road together

28 Trends

A roundup of the numbers that drive your business

Mack Trucks salutes champion truck drivers



Mack Trucks salutes the dozens of drivers who participated in this year's recent National Truck Driving Championships in Columbus, Ohio, as well as all professional drivers who keep our economy moving. Showcasing the talents of professional truck drivers from around the country, participants competed in nine vehicle classes that tested driving skill, safety and acumen. Scott Woodrome of FedEx Freight was named Grand Champion.

"On behalf of everyone at Mack Trucks, we offer our congratulations to Scott and all of the National Championship-winning drivers," says

John Walsh, vice president of marketing for Mack. "These champions have demonstrated incredible skill and precision not only in driving, but also in knowledge of the trucking industry."

This year, several competitors drove an all-new Mack Anthem® in the contest. Mack provided two white Mack Anthem 70-inch Stand Up sleeper models, while Mack customers Pitt Ohio and ABF sent two Mack Anthem Day Cab models and two Mack® Pinnacle™ 4x2 axle back models respectively. The American Trucking Associations' Share the Road Mack Anthem was also on display throughout the event.

Mack Anthem® design team wins prestigious award

The Industrial Designers Society of America awarded Mack Trucks' design team a Silver International Design Excellence Award (IDEA) in recognition of their work on the all-new Mack Anthem® model. The team accepted the award at the 2018 International Design Conference IDEA Ceremony & Gala in New Orleans. The Mack Anthem was designed with several new aerodynamic enhancements to improve fuel efficiency by up to 3 percent. In addition to a new hood and grille, the team created a new roof, chassis fairings, front bumper and air dam, all to help the truck more easily cut through the wind.

"For those of us in this field, being recognized with an IDEA award is among the top honors you can receive," says Lukas Yates, Mack chief designer — exterior. "I'm extremely proud of the team effort that helped make the Mack Anthem such a striking statement to the trucking world."



HEADLIGHTS

Stories from the road on RoadLife TV

The values of hard work, determination and family are celebrated in RoadLifeTV, a video series from Mack Trucks sharing the stories of everyday men and women doing extraordinary things to keep the wheels turning and the world moving. The eight-part series is on <http://roadlife.tv/>.

The City Never Sleeps

One of the biggest snowstorms of the season is about to hit New York, and four drivers prepare to keep the city moving.

Built on Family

NFL defensive player of the year Kahlil Mack and his dad, Sandy, get a first-hand look at truck manufacturing in America and the hard-working people on the line.

New Blood

NASCAR legend Richard Petty and up-and-coming Bubba Wallace swap stories with the guys who haul the race from town to town.

Breaking the Mold

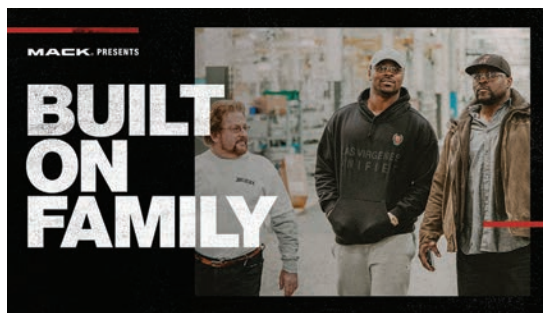
With over 7 million people in the trucking industry, only 31 percent are female. Meet two women who are working to change that statistic.

Ryan's Route

One pickup truck at a time, 8-year-old Ryan Hickman gathers recyclables to keep the environment clean. Imagine how much more he can do with a Mack LR?

Long Way from Home

Long days on the road can be a blessing and a curse. See both sides of being a long-haul trucker as two drivers crisscross Canada.



Roadie Ready

The Zac Brown Band goes to great lengths to make its Mack Anthem® live up to their personal style.

Born Ready

Take a behind-the-scenes look at country music star Steve Moakler as he pays tribute to life on the road with his latest hit, "Born Ready."



'Highway Thru Hell' star Jamie Davis visits Mack Trucks

Jamie Davis, star of the international hit television show "Highway Thru Hell," recently visited Mack Trucks' Lehigh Valley Operations in Macungie, Pennsylvania, where all Mack® truck models for North America and export are assembled. Davis followed his Mack Anthem® model through the assembly process, even lending a hand to help install the iconic Mack Bulldog, as Davis' Discovery Channel film crew captured the day's events, which will be featured during the upcoming seventh season of "Highway Thru Hell."

"Highway Thru Hell" features Jamie Davis Motor Truck, Davis' legendary heavy truck rescue company, as they navigate the extreme roads and relentless weather of Canada's Rocky Mountains. Taking on high-risk vehicle recoveries, Davis and his team help keep open some of the most economically important — and most inhospitable — trucking routes in North America. "Highway Thru Hell" airs on the Discovery Channel in Canada, the Weather Channel in the U.S. and streams on Netflix around the world.

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wheels turning and
the world moving.**

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HEADLIGHTS

Meet the 2019 Mack Calendar contest winners



Once again a passionate team of Mack® owners and drivers were chosen by the rest of the Mack family to represent the brand in the 2019 Mack Calendar Contest on Facebook. The five winning entries came from across North America and received the most votes during a three-month contest online.

The winners covered a range of applications — refuse and recycling, concrete pumping, oil fields, and sand and gravel hauling. The winning trucks all met the one critical requirement: they had to be working trucks in revenue operation. No retired show trucks, just hard-working Bulldogs that get the job done and look good doing it.

Scoring a position in the Mack Calendar is an emotional event for some of the winners. As in years past, several of the winners viewed the calendar as a tribute to their fathers and previous generations of Mack-driving family members. Congratulations! 2019 Mack Calendars can be ordered from mack-shop.com

Meet the Winners



Pinnacle Axle Forward
Dean Onciul (owner/driver)
Onciul Trucking
Glendon, Alberta

Onciul Trucking, Glendon, Alberta
Owner/Operator: Dean Onciul

Dean Onciul's 2016 Mack® Pinnacle™ Rawhide Edition has been hard at work in the oilfields of Alberta since it was new. This northern Mack hauls crude oil in all weather and looks great doing it. But most importantly, it's dependable and gets the job done. Dean says he's proud to carry on the Mack tradition his father started.

Twitter @deanonciul
Instagram @daonciul



Mack LR
Allan Dasanje (owner)
Waste Control Services and Recycling Inc.
Coquitlam, British Columbia

Waste Control Services & Recycling, Inc., Coquitlam, British Columbia

Owner: Allan Dasanje

Waste Control's shiny Mack LR travels all through Vancouver and surrounding areas collecting recyclables. This means heavy urban traffic, tight conditions and demanding customers, while projecting a clean and efficient image. And it has to be easy to drive, with great visibility and ergonomics. All in a day's work for the LR, and for Allan, who says he was "Born Ready."

Twitter @Waste_Control



TerraPro
Terry Craiglow (owner)
Buckeye Concrete Pumping
Middletown, Ohio

Buckeye Concrete Pumping, Inc., Middletown, Ohio

Owner: Terry Craiglow

Buckeye Concrete Pumping has operated a fleet of Mack® TerraPro™ pumpers for years, depending on their power, reliability and durability to meet critical construction schedules. Terry appreciates that Mack can customize the chassis for multiple axle configurations, chassis lengths and frame thicknesses to accommodate his longest pumps. He also likes the support he gets from his Mack dealer.



1990 SuperLiner
Steve Byrd (owner, driver)
Ralph Byrd Contracting
Cuyahoga Falls, Ohio

Ralph Byrd Contracting, Cuyahoga Falls, Ohio

Owner/Operator: Steve Byrd

Steve Byrd's father bought this used 1990 SuperLiner to haul an excavator. After selling the equipment, the truck was mothballed for a decade "because it was in too good a shape to sell," Steve says. A few years ago he bought a dump trailer and put the truck back to work hauling sand, asphalt and gravel. "My dad has and always will be a Mack fan, and there are not many SuperLiners out on the road. It runs great and has never left me stranded, not even once."

Instagram @ohiosbluebulldog



Granite
Butch Haggan
(owner/driver)
Thomas Haggan
(driver/son)
C. Haggan Jr.
Excavation
Jackman, Maine

C. Haggan Jr. Excavation, Jackman, Maine

Owner: Butch Haggan

Driver: Thomas Haggan

The father-and-son team of Haggan Excavation use the bright yellow Granite and its companion 1995 Mack CL to haul sand and stone in rural Maine for regional road-building and maintenance projects. Butch and his son Thomas rely on their Macks to get them in and out of backwoods quarries and pits. A unique feature of their trucks also allows them to remove the dump bodies to reveal fifth wheels, so they can also haul equipment and log trailers.

Instagram @c.hagganjr.excavation

COVER STORY

A photograph of two men in dark grey work uniforms standing in a garage. The man on the left is Black and has a name tag that says "William". The man on the right is white, wears glasses, and has a name tag that says "Victor". Both uniforms have a "MACK" logo on the sleeve. They are standing in front of a white Mack truck. The background is a dimly lit garage with various tools and equipment.

**Super heroes
apply here**



Mack drives diesel technician innovation

By Kevin Williams

The numbers are staggering. According to the American Trucking Associations, the trucking industry will need an estimated 67,000 new technicians and 75,000 new diesel engine specialists by 2022.

“The shortage of diesel technicians is significant. The demographics of our technician pool is on average age 50-55 and not a lot of new people are coming into the industry,” says Matt Flynn, director of training and development for Mack Trucks.

That’s why Mack has amped up its diesel technician recruiting and training efforts with the launch of specialized certification programs in three new locations, continuing the successful Mack Masters skills recognition program and even creating a comic book complete with diesel tech super heroes.

Looking for a DATE?

Mack is implementing a series of initiatives designed to attract and retain diesel technicians. One example is Diesel Advanced Technology Education (DATE), an innovative 500-hour curriculum for potential Mack techs. The program has been in place at the WyoTech campus in Blairsville, Pennsylvania, for years but is now being rolled out at three additional universities to address the shortage of skilled technicians.

“Expanding DATE is one of the answers to the technician shortage when it comes to building the success of our dealer network. We don’t want to just put in warm bodies, but individuals who have talent, ability, drive and willingness and then develop those individuals and put those in the network,” Flynn says.

In DATE, students are steeped in Mack culture, values and parts. They are taught how to work with Mack® trucks, including powertrains, electrical and electronic systems, chassis components and software and engine diagnosis and repair. Mack Trucks curriculum will be taught by dedicated Mack-certified instructors at Jones Technical Institute in Jacksonville, Florida; the University of Northwestern Ohio in Lima, Ohio; and Western Technical College in El Paso, Texas.

DATE makes it easy for qualified graduates to find jobs right after picking up their freshly minted diplomas. Students who complete DATE, as well as other specific campus courses, will earn an associate’s degree in diesel mechanics and a course certification. That leads to almost immediate employment within the Mack network of dealers

COVER STORY

and repair shops, often starting at \$40,000 to \$50,000 a year, Flynn says. Often these new jobs come with sign-up bonuses and new tools.

“And most can graduate without the debt that comes with a four-year degree,” Flynn says.

Mack’s recruiting efforts aim to change the “grease monkey” perception that people have about the profession; Flynn points out that engineering and computer diagnostics are a big part of the job. Mack sends staff to career

fairs and into high schools and colleges to spread this message.

Mack meets Marvel

Mack commissioned a comic book to add a creative, fun edge in promoting the mission of Mack Masters, the biannual event with teams of competing technicians, parts, service and sales people. The comic book, complete with super heroes on a mission, showcases the event that starts with an online test in



November. Next, the field is winnowed with finalists ending up first competing in Allentown and then the grand finale in New York City.

The comic follows the mastery and missteps of a fictional Mack Masters team consisting of Spike, Charles, Caitlin, Shannon and Fabian from the awkward formation of their team, through the crucible of competition, to the tense finale. The comic is illustrated in bold colors, engaging illustrations and relatable characters. In addition to encouraging people to form teams and sign up for Mack Masters, the comic also shines a positive light on the field of highly skilled diesel technicians. The comic book is a whimsical way to convey a serious message: We need you, and you can be cool and have a lucrative profession at the same time.

Flynn says the storyline depicts how Mack dealerships form competitive teams. A service manager needs to assemble a team of specialists, and the story illustrates the journey from assembling the team to achieving the final Mack Masters goal.

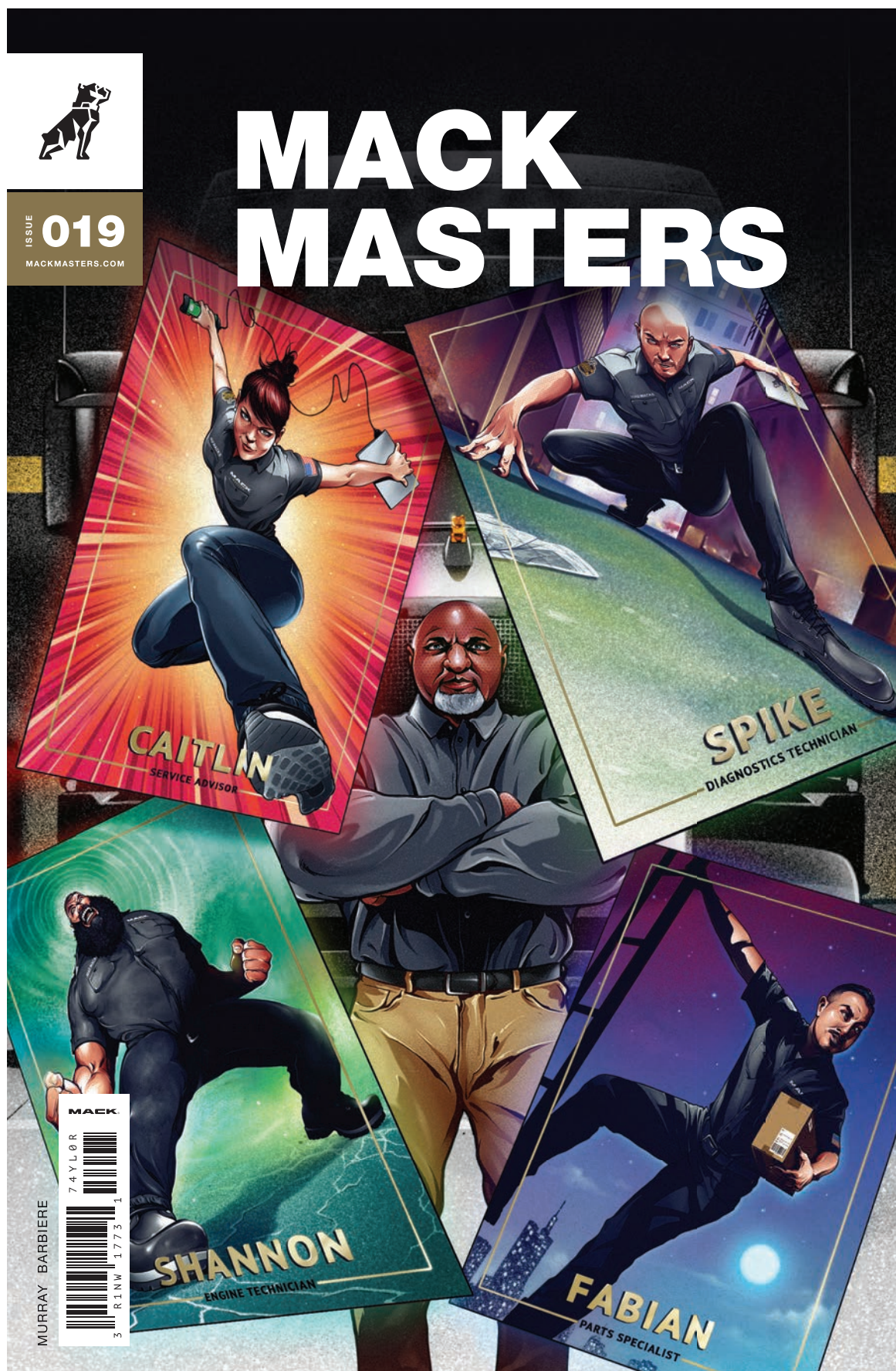
“These individuals are working behind the scenes as these everyday heroes,” Flynn says. In this comic book, the superheroes are diesel technicians, and while they may not be a caped crusader, when they fix your tri-axle dump’s transmission, their superpowers impact your business’s bottom line. While Metropolis can get by with one Superman, a whole network of dealers and thousands of fleet owners need more than that.

Mines to Mack

One of these “everyday heroes” is Nathaniel Chyle of Bergey’s Truck Centers in Souderville, Pennsylvania. Chyle, 34, a night foreman, has completed the DATE program and has been a competitor in Mack Masters. He thinks all of the recruitment tools are a good idea.

“DATE helped me go in with confidence and take care of anything and everything that could have been seen in the real world. It gave me confidence, product knowledge and product support whether that be in tech, tools, or being able to find information on the Mack website. It did a good job at getting me ready to start a career,” Chyle says.

Chyle had always been mechanically inclined. Before working at Bergey’s and going through DATE, he was a service mine engineer and mechanic in southern





THE CLOCK IS TICKING: Teams use a combination of computers and group problem-solving strategies to tackle the tasks at Mack Masters

IN THE HUDDLE: A team huddle at Mack Masters as they figure out their next steps.

ON THE BRINK: A team works against the clock to solve a challenge at a competition station. These competitions are seen as educational but also a viable recruiting tool for would-be diesel techs.

Pennsylvania. But in 2013, seeking a change, he went through DATE. “I just wish I had done it sooner,” he says.

Having such a specialized trade makes it easier to find employment, so Chyle is a big booster of technical colleges and programs.

“With a technical degree, you are more focused and are more set for what you plan to do. Technical degrees are so specific in their areas, you can make a career out of all of it, but you have to enjoy what you do it. For me it was a no-brainer, it was mechanics and engineering,” Chyle says.

Mighty Mack Masters

For participants like Chyle, Mack Masters is the ultimate team-building experience.

“I don’t know of any other industries besides automotive and transportation that



have competitions like that to recognize the people working on the product and to better our knowledge of the product and be able to work on it more efficiently. It’s a fun time,” Chyle says.

He says it’s not the traveling or the potential prize for winning that motivates him and most other participants, it’s the chance to network and form bonds within the entire Mack community. ■



DETAILS:

Mack Masters registration is open through Nov. 16. The competition consists several rounds of competition, the teams will have different technical challenges to complete within a set time.

CHAMPIONSHIP FINAL, June 17-21, 2019, at the Mack campus in Allentown. This competition will pit 10 teams against one another with the final reward of being crowned Mack Masters Champions.



Paying for business

Acquisitions help fleets grow, acquire drivers

By Denise Rondini

You want to expand your business but need more drivers and equipment to meet customer demand. For many fleet owners, one way to achieve growth in the booming economy is through acquisitions. While the process may be as simple as a handshake or a complex venture with a team of financial and legal experts, the successful integration of cultures is key to success.

“There are real capacity needs in the trucking industry today, and acquisitions are a way to fill them that need,” says Steve Dutro, managing partner, Transport Capital Partners, a trucking industry mergers and acquisitions consulting firm. Add to that the fact that businesses have access to capital and Dutro says, “You have the perfect mix of companies that want to grow and expand and have the ability to do so and there is always a source of people who want to sell their businesses for various reasons.”

Tom Marx, partner in Hart Marx Advisors, a company that handles mergers and acquisitions exclusively in the automotive and heavy-duty trucking industries, says fleets are looking at acquisitions for a number of reasons. “Fleets want to expand their territory, their market coverage or they want to expand into a different industry.” He says the cost of running a fleet also is causing some fleets to consider expansion. “It has become tougher and tougher for fleets to deal with regulatory issues, so oftentimes they need to be able to grow larger so they can

spread costs over a larger base.”

Another big factor behind some recent acquisitions is the driver shortage. Jim Parham, managing partner at Transport Capital Partners, says, “We see lots of fleets that need 100 more drivers, and it is hard to go out and recruit an additional 100 drivers, so acquiring an existing business with 100 drivers is a smart way to go.”

Before beginning the acquisition process — and make no mistake, it is a process — a fleet needs to determine why it wants to make an acquisition. Is it looking to strengthen operations within an existing network of freight movement, or are they looking to expand into a new geographic market? “Those are strategic decisions that need to be made before the process gets underway,” Dutro says.

Once a fleet has determined that it wants to grow, it needs to set some criteria in terms of the size of the acquisition it can handle, both financially and operationally. “It is tough for a carrier with 300 trucks to buy a carrier with 250 trucks,” Parham says. Conversely, a fleet of 300 has to ask if it makes sense to acquire a fleet with only 20 trucks. “Does that do anything for your overall business?” Dutro asks.

Planning for an acquisition is key, Marx says. “The preaching we do continually is plan ahead. Ready. Aim. Fire.” Before getting into the actual process used for completing an acquisition, it is important to assemble a team of professionals to assist you. At the very least, that team needs to include your financial and legal advisers. However, you might want to give some thought to engaging the services of a mergers and acquisitions intermediary or broker/agent. Select a firm that has

“Today it is about finding a good fit culturally to keep the acquired business intact at least through an orderly transition period.”

Steve Dutro, managing partner, Transport Capital Partners

experience in trucking because it is likely they will have an extensive network of contacts in the industry, which increases your chance of finding a suitable company to acquire.

“Most carriers are knowledgeable and experienced at trucking; they are not knowledgeable and experienced about acquisitions,” Dutro says. “An intermediary brings an expertise that can guide them through the process. Intermediaries have a network of relationships already built up in the industry so we can speed the process along to find the right target.”

Marx cautions you to be very careful in your selection because you will be spending a great deal of time with the person tasked with helping you buy (or sell) a business. “Do you find them to be trustworthy, open and considerate? Bear in mind that they are going to be talking to others the same way they talk to you, so if they are abrasive and aggressive in a way that makes you uncomfortable, they are not a good fit,” he says. He also suggests you check their references to ensure they have a good reputation.

Once you have your team in place, the next step is to identify fleets that are potential acquisition targets. “There are a lot of truck lines out there,” Dutro says, “and a lot of them fly under the radar. It is always a process of finding folks to fit the criteria the buyer has identified and to determine if they are serious about selling.”

Your broker/agent is invaluable in finding potential acquisition targets because they have an established network of people who may not have publically announced that they are for sale but are in fact looking to sell their business.

Once a potential seller has been identified, some initial research will uncover things like the carrier’s safety score, markets served, and other basic information about the business. Real due diligence does not occur until a letter of intent (LOI) is signed, but by reviewing a company’s website and search results online, you’ll discover some initial facts that can help you decide if you want to pursue the acquisition.

The next step is to begin to get to know the management of the business and build a relationship. It is at this point where the buyer may be asked to sign an NDA: a nondisclosure agreement.

Once that is signed, you want to start looking more closely at things like “fit in terms of size, operating territory and what they do for their customers,” Dutro says. However, initially you need the financial statements and other information so you can do a proper business valuation and determine what to offer the seller for his company. Keep in mind

that the seller may have had a business valuation completed in order to help him determine the asking price for his business. The difference between those two numbers is where the negotiation process comes into play.

After the LOI, which Parham describes as the handshake between the buyer and the seller, the buyer begins a period of due diligence, looking at things like equipment, driver qualifications, rates and lanes in order to determine if this is the right business to buy.

Marx says the buyer has to ask for the right information during the due diligence and then take time to review it. “Then you want to have discussions with key people in the business to see if you can find out anything that is not obvious.”

You will also want to go to the business’s location to look over the buildings and equipment to evaluate their condition.

Lana Batts, partner emeritus at Transport Capital Partners,

says the process can be as simple as reviewing a phone system. Is yours like mine? Or evaluate what the seller is paying for tires and determine if adding the tire purchase of the seller to the acquirer’s tire purchase will result in a better discount on tire purchases.

During the due diligence, it is important to protect the privacy of data. Batts advises that the seller puts his information in the cloud so the acquiring company can look at it. “Protecting data is important particularly when it comes to things like your driver list and your shipper list. Those are the last two items revealed during the acquisition process, and they need to be shared in a confidential way.”

Another of the final pieces of information shared is the customer list, and Marx suggests that as part of the initial offering the seller add a clause that says before closing the buyer has the right to go out and speak with customers to make sure the customer is happy and is not all of sudden going to leave because the company is being sold.

At some point during the acquisition process, the buyer needs to determine how the deal will be structured. You can buy assets, which is where approximately 90 percent of the transactions take place, or you can buy the stock of the business or the ownership of the business. Parham says that is done based on your plans and on the management team at the acquired company. “Do you want them to stay forever to run the business, in which case they become your employees, or do you want them to stay through a transition period?” Part of the purchase price could be an incentive to the management team to ensure the business is successful throughout the transition of ownership, and

“We see lots of fleets that need 100 more drivers, and it is hard to go out and recruit an additional 100 drivers, so acquiring an existing business with 100 drivers is a smart way to go.”

Jim Parham, managing partner at Transport Capital Partners

Avoid this mistake

“The worst thing a buyer can do is not treat a potential seller’s information confidentially,” says Steve Dutro, managing partner, Transport Capital Partners, a trucking industry mergers and acquisitions consulting firm.

“If you don’t honor the trust and confidentiality of the data the potential seller is giving you during the deal, it may spoil the deal and future deals, too.”

Tom Marx, partner in Hart Marx Advisors, a company that handles mergers and acquisitions exclusively in the automotive and

heavy-duty trucking industries, says a big mistake buyers make is not being thorough enough in their due diligence “You really want to find out all the stuff that is hidden in the closet. What is the seller not telling you?”

Ignoring cultural differences between the two companies is also a big mistake, Marx says. “If the two cultures are totally different, it is likely you are going to lose key people and even key customers because of the shock over the differences in the way your business is operated and in the two philosophies.”

this could be based on driver or customer retention, as an example.

There is no standard answer as to how long it takes to buy a business. A potential seller may be identified quickly, or it could take months to find the right business. The length of time to complete due diligence depends on how responsive the seller is to getting the buyer-requested documents and information.

Once the acquisition is complete, the real work begins. A good fit culturally should be one of the key criteria during the search, and if the acquisition process was done correctly, the melding of cultures, while complicated, should not be onerous.

Today a culture fit is more important than ever. Dutro explains that 20 years ago it was common to lose a third of the drivers and a third of the customers following an acquisition.

“Today people are much more focused on being as successful as possible in retaining drivers, keeping operational staff and customers,” he says. “Today it is about finding a good fit culturally to keep the

acquired business intact at least through an orderly transition period.”

Batts offers some practical advice to help determine if the two cultures will mesh, emphasizing that acquisitions usually fail not because of financing, but because of culture. As silly as it may sound, she says to look at the bathrooms of both businesses. “If the bathrooms look the same, the companies are probably a good match, and it does not matter if they are really clean or super dirty, just that they are the same.”

Acquisitions that work best are ones where the employees of the acquired company don’t go into culture shock when they go to work the day after the acquisition. As Marx says, “Really look for that cultural fit as much as the financial fit.”

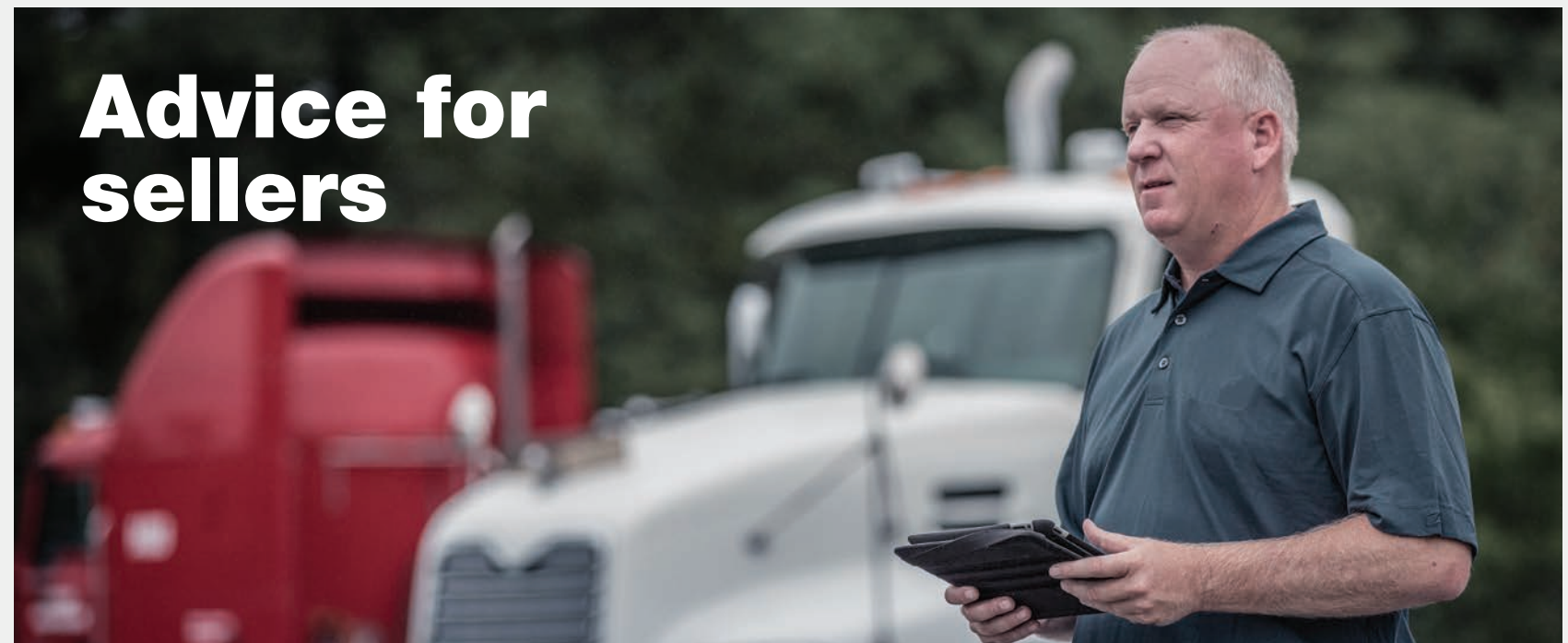
The bottom line for a successful acquisition, Marx says, “is for a buyer to be clear about criteria regarding size, location, type of customer, geographic reach and culture.”

“You need to be willing to walk away if the opportunity does not fit” and go look for another that better matches what you want, he says. ■

“The bottom line for a successful acquisition is for a buyer to be clear about your criteria regarding size, location, type of customer, geographic reach and culture.”

Tom Marx, partner in Hart Marx Advisors

Advice for sellers



If you are thinking of selling your business, Lana Batts, partner emeritus at Transport Capital Partners, suggests you ask yourself why anyone would want to buy your company. “You have to try to find a hook that would entice the buyer to come and look at your company.”

“If you are selling, you want to focus on your strengths, and you want to be able to explain your weaknesses and offer advice on what can be done about those weaknesses,” she says.

She also cautions sellers to be realistic about what their business is worth. This is where an outside business valuation firm can bring value because they concentrate on the facts, leaving emotion aside.

Batts also suggest not waiting until the last minute to try to sell your business because that may force you to sell for less than the business is worth. Develop a five-year plan that lays out what you need to do to get the company ready to sell at the highest value possible.

Tom Marx, partner in Hart Marx Advisors, says getting your company ready to sell includes things like cleaning up your financial statements. He adds, “Make sure your P&L statement is informative, clean out old inventory and make sure you don’t have mysterious things on your balance sheet that will arouse suspicion.

“Part of the process is to determine that you are clear when you go to sell. When someone asks you about your EBITDA, you give them the adjusted number that includes things like family personal expenses, personal airplanes, vacation homes that you are paying for through your business but that will go away once the business sells.”

Marx also advises sellers to look for someone who can pay cash for your business. “You don’t want to get into some long-term deal where if your business does X amount of business you will get more money. That is not a particularly smart way to sell a business. You want to have cash and be able to walk away and let the buyer run the business.”

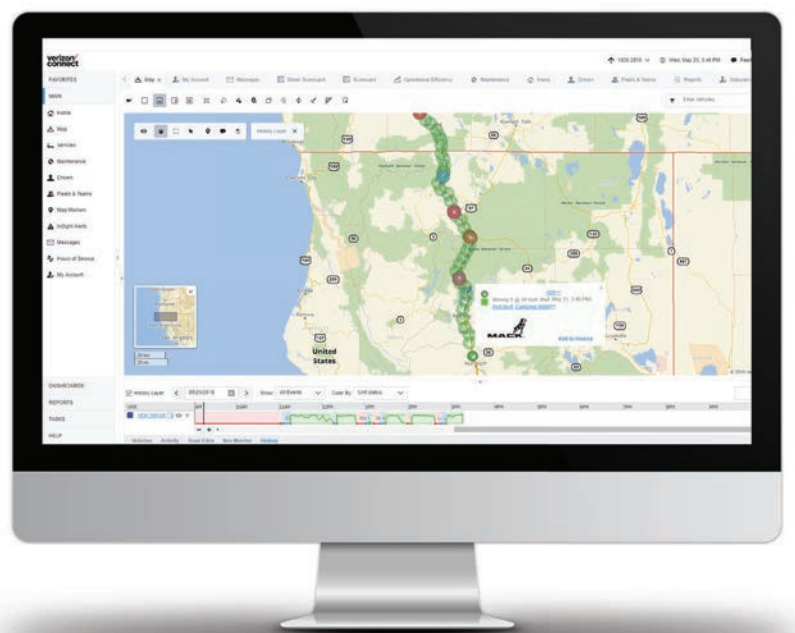
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AT WORK

Cleaning up with Mack



Mack Trucks
powers Clean
Harbors hazmat
operation
across North
America

By Olivia McMurrey
Photos by Kirk Zutell



When Alan S. McKim founded Clean Harbors in 1980, he did it with a Mack® truck.

The company has grown from a four-person tank-cleaning operation to the largest hazardous-waste-management firm in North America. McKim, chairman and CEO of Clean Harbors, gradually added services – including emergency response and recycling, processing and selling collected materials – to the small business he started. A few high-profile projects opened doors for Clean Harbors to garner additional work and expand through acquisitions – more than 100 so far.

Today, Clean Harbors has approximately 400 service locations and operates throughout the United States, Canada, Mexico and Puerto Rico. The company provides hazardous-waste management, emergency-spill response, industrial cleaning and maintenance and recycling services. Through its Safety-Kleen subsidiary, Clean Harbors also is North America's largest re-refiner and recycler of used oil. Its customer base includes many Fortune 500 companies as well as federal, state, provincial and local governments and spans a wide range of industries, including chemical, energy, healthcare, manufacturing and automotive.

“The Clean Harbors name has almost become a generic brand it's so

pervasive,” says Brian Buckley, vice president of sales for Ballard Truck Center, the Mack dealer that works with the Norwell, Massachusetts-based company. “Whenever there's any kind of environmental spill or natural disaster, Clean Harbors is on site. They're an excellent brand that's kind of become the industry standard.”

Transportation equipment plays an enormous role in the company's success, says William McKim, senior vice president of asset management for Clean Harbors Environmental Services. “We're an environmental company, but we're also a very large trucking fleet,” McKim says. “We have over 10,000 trucks, including thousands of pickups, and trailers that are used daily for a variety of reasons.”

Clean Harbors currently operates 326 Mack trucks: 126 units that are 2010 models or newer; 80 units from model years 1979-2008; and one restored 1958 B Model used for company events.

“We have put an emphasis on delivering superior customer service, and we need a dependable fleet of equipment to ensure we are meeting our customers' pickup schedules,” says Brian Rushton, vice president of asset management for Clean Harbors Environmental Services.

The fleet includes Mack Anthem®, Pinnacle™ and Granite® models,

AT WORK

and the trucks are vital components of both the fleet and its business strategy.

“The durability of a Mack truck helps us,” says Mark Gangemi, director of asset management for Clean Harbors Environmental Services. “We keep our trucks from cradle to grave in most our vocational applications. Mack trucks are durable and last. We still have 20-year-old Mack trucks working at our plant and facilities.”

Trucks and applications

Buckley says Clean Harbors is an unusual customer because it buys the full Mack product line to meet the needs of its many businesses. “They buy sleeper tractors from us, they buy day cab tractors from us, they buy vocational roll-off trucks from us,” he says.

Over-the-road trucks with 53-foot van trailers haul hazardous waste long distances to company facilities for disposal or recycling. Vocational trucks with a wide range of bodies are used at company facilities, to clean up sites and to haul material containers and dumpsters.

“The majority of our fleet is composed of roll-off trucks, vacuum trucks, hydro-excavators, numerous back-end specialized vacuum truck systems, waste oil collection trucks — and I think that’s where Mack shines because it’s known for having the bigger frame and inte-

grating with body builders,” William McKim says. “They have a lot of those options for us.”

Clean Harbors recently took delivery of 10 Mack Anthem trucks and has ordered 20 more that will be used in the company’s National & Regional long-haul division. The Anthem is spec’d with 70-inch mid-rise sleepers, 445-horsepower MP®8 engines, *mDRIVE*™ automated transmissions, 40,000-pound rear axles and 12,000-pound front axles.

“We can upfit the Mack Anthem or the Pinnacle sleeper with refrigerators and all types of accessories that are needed for the drivers’ extra storage and such at a very reasonable price compared to the market,” Gangemi says. “We feel the price we pay for that truck — it’s a lot more value than what we get with some of the other OEMs in this current market.”

Kelly Pitts, senior manager of National & Regional logistics for Clean Harbors Environmental Services, says of the new Anthems, “The drivers love these trucks.”

Clean Harbors typically specs axle forward Pinnacles, for heavier-haul applications, with 505-horsepower MP8 engines, *mDRIVE* transmissions, 46,000-pound rear axles and 14,600-pound front axles.

For vocational applications, Granites are spec’d with 425-horsepower MP8 engines, *mDRIVE* transmissions, 46,000-pound or 52,000-pound rear axles and 20,000-pound front axles and heavy duty frames.

“When you talk to drivers about Mack trucks, one of the first things almost everyone says is, ‘Oh, my dad drove a Mack truck.’ And the drivers just love them. That’s what it comes down to. We want to buy the trucks that our drivers want to drive the most.”

— William McKim, senior vice president of asset management



Clean Harbors quick facts

Clean Harbors is the:

- Largest hazardous waste management company in North America.
- Largest refiner of used oil in North America.
- 20th largest private trucking fleet in North America.

The company operates:

- 70 percent of North America’s incineration capacity.
- 4,500 trailers or bodies.
- 450 boats for water-based clean up.
- 5,500 power units, including pickups and Class 6, 7 and 8 trucks.
- 13,000 roll-off containers for bulk/solid hazardous materials.



Mark Gangemi, director of asset management for Clean Harbors Environmental Services, stands with a new Mack Anthem, a model he says gets outstanding fuel economy.

Why Mack?

The popularity of Mack trucks with drivers is another selling point. “When you talk to drivers about Mack trucks, one of the first things almost everyone says is, ‘Oh, my dad drove a Mack truck,’” McKim says. “And the drivers just love them. That’s what it comes down to. We want to buy the trucks that our drivers want to drive the most.”

Clean Harbors has had trucks in its system for more than 35 years, and when he started examining the fleet after joining the company four years ago, Mack stood out. “If any truck is still running over 20 years, I usually find out it’s a Mack truck,” Gangemi says. “And if I need to retire it, I get a very good resale price for the Mack truck. I think the legacy of ‘Built Like a Mack Truck’ holds because I don’t see people trying to jump and purchase other OEM’s product lines, especially if it’s a 20-year-old truck.”

The *mDRIVE* automated manual transmission is one reason drivers view Mack trucks so favorably, Gangemi says. Clean Harbors specs the *mDRIVE* in almost every Mack it buys.

A roll-off hoist truck driver recently stated he loves the *mDrive* “Grade Gripper” feature. At one of his customer sites he needed to back up onto an isolated ramp, stop the truck and dump his load into a pit. He said, “It was a bit scary due to the elevation.” This feature gives him the freedom to operate the truck and focus on the safety of dumping his load over the manual and clutch operation. He said it was the perfect truck for the application.

“We feel like that’s a very good fit for our drivers,” Gangemi says. “And it’s also an advantage for driver recruitment and retention.

“These guys are usually in tight operations, and they’re running around in-site facilities, picking up and dumping cans. It’s good that they’re not always shifting and stepping on the clutch,” Gangemi says.

The *mDRIVE* saves on maintenance and driver wear and tear or repetitive work motions.

The *mDRIVE* plays a part in another characteristic of Mack trucks that Clean Harbors’ asset-management team values: fuel economy. *mDRIVE* allows Clean Harbors to rely less on drivers to manage their fuel economy, Buckley says. Some over-the-road drivers get 6 to 7.5 mpg, which is above average within their applications, Gangemi says.

Mack’s reputation for safety is a draw for Clean Harbors as well. “Drivers want to be safe,” McKim says. “When they’re hauling a tanker with 5,000 gallons of acids or chemicals, they want to be in a good truck, a safe truck, one that’s reliable for them.”

Unique and detailed spec’ing

Proper truck spec’ing is so important to Clean Harbors’ specialized applications that Rocky Loomis, the company’s sales representative at

Ballard Truck Center, corresponds with Gangemi two or three times a week.

“Our intention is, if we buy a truck, we want to run it 15 to 20 years,” Gangemi says. “When we spec a truck, we’re looking to build the truck correctly for the work application we need it for.”

In helping Clean Harbors meet that goal, Loomis says he starts by looking at the specs of trucks currently operating in the target application. He then suggests using certain engine and transmission combinations and particularly the rear-axle ratios to provide optimum performance and fuel economy. He also recommends interior packages, based on application, for driver comfort. Loomis says it’s imperative to design these specialty trucks with the proper CA and WB base for all Clean Harbors application across the US & Canada.

Loomis handles all dealings with body companies, which saves Clean Harbors a significant amount of time. In July, he worked on a spec for a unique tractor with a heavy winch for pulling up fracking trailers, Lowboy and RGN trailers all with 1 spec application. He worked with Mack to integrate a bigger frame rail than normally used on a Pinnacle and then worked with the body company to make sure the winch setup would be compatible with the sleeper cab.

With its newer Macks, Clean Harbors uses GuardDog® Connect, which detects potential problems, identifies needed repairs and directs drivers to the appropriate service center.

The company also uses the Mack ASIST platform to receive and record repair and service quotes.

Clean Harbors handles some basic service, including preventive maintenance, inspections and brakes, in house. Dealer service centers perform warranty work, diagnostics, major engine repairs and service needed when a truck isn’t near a Clean Harbors maintenance facility.

A big plus for Clean Harbors is its Mack fleet service representative, Bob Ravitsky, who coordinates its service needs throughout the Mack dealer network across North America.

“Mack has been a solid truck provider for the Clean Harbors companies over the years and has been very supportive with the equipment and has helped us to run our business as effective and efficiently as possible,” says Gangemi. ■



The company’s restored 1958 Mack B Model is parked in front of the corporate headquarters in nearby Norwell. The B Model is identical to the first truck Alan McKim drove after founding the company.

AT WORK

Pumped up!



Buckeye Concrete Pumping relies on the application-specific features of the Mack® TerraPro™ to maintain their competitive advantage.

By Richard Ries Photos by Paul Hartley



Pumping concrete is a tough, challenging job that requires training, experience and some muscle. And the rugged reputation of Mack® trucks is a good match for the rugged reputation of concrete workers, says Terry Craiglow, owner of Buckeye Concrete Pumping in Middletown, Ohio. “Every industry says they have characters, but the concrete industry truly does. Concrete workers are tough, dependable and require little attention, which can also be said of Mack trucks. Contractors want a truck they can work hard all day, park at night, and work hard again the next day with minimal fuss or bother, and do it for years. This is why Mack is the preferred brand in our business.”

Historically the concrete pumping business has shunned frills. “Concrete workers have no need for a pretty truck or chrome wheels,” Craiglow says. But contractors “realize their trucks are their calling cards and they need to present a good image with a modern truck.” Even with this shift in attitude, the demand for trucks that are tough and dependable is unchanging, especially given the high and rising cost of downtime.

Craiglow says there’s a primary difference between his business and nearly every other business that uses trucks. “We’re not truck people. We’re concrete people.”

Craiglow says their Mack dealer — Worldwide Equipment in nearby Cincinnati, Ohio — is attuned to his operational needs. They realize that time is money and wet concrete waits for no man. “They understand our business,” says Craiglow. “They get us in and get us out.”

Rugged Mack integrated powertrain

Buckeye operates a fleet of Mack® TerraPro™ cabovers outfitted with Schwing pumps of varying lengths. All of Buckeye’s Macks are equipped with proven MP®7 or MP®8 engines ranging from 375 to 425 horsepower. As with all Mack engines, output is enhanced by broad power and torque curves, making more power available at a wider range of engine speeds. Buckeye opts for the Maxidyne® offering, which provides extended RPM ranges and high torque rise for off-road and jobsite use.

Historically Buckeye has used the Mack T300 manual transmissions, but the company is starting to spec the Mack *mDRIVE*™ HD automated manual transmission. In addition to equipping their largest units (those with booms more than 40 meters long), Buckeye is also ordering *mDRIVE* for trucks with shorter booms.

“The world is moving to automated transmissions,” says Craiglow. “It helps when recruiting employees if you don’t have to eliminate candidates who can’t drive a manual. Resale value is already higher on units with automated transmissions. With the rising trend in automated transmissions, residual value will be further enhanced because these trucks will be entering the used market at a time when automated transmissions are considered the norm.”

Another valuable powertrain feature for Buckeye is Mack’s automatic power divider, which delivers up to 75 percent of drive power to the wheels with traction, a huge help on muddy jobsites.

Designed for the job

The TerraPro chassis can be configured with multiple steer and drive axle combinations. This makes the TerraPro an ideal platform for Buckeye’s pumps of any length. Some of the company’s TerraPro models have a total of 6 or 8 axles.

One of the best features of the TerraPro for concrete pumping is its 58-inch bumper-to-back-of-cab measurement. “Our rates are based on boom length,” says Craiglow, “not pumping capacity or any other spec. This is true whether we’re placing the concrete or renting the truck to another contractor. Offering the shortest boom that will get the job done is a big competitive advantage. Since much of our work is done with the boom over the front of the truck, having that short cab gives us up to five feet of additional reach

AT WORK

compared to conventional cabs, allowing us to use a shorter boom and offer a lower price.” Craiglow says concrete pumping contractors in some markets don’t have the same considerations and many of them prefer the conventional cab Mack Granite® for their trucks. But where bumper-to-back-of-cab measurement is a consideration, “Mack has no competition.”

“Mack has been closely involved with our industry from the start,” Craiglow says. “They’ve developed features to suit our unique needs all along.”

Humble beginnings followed by steady growth

Buckeye Concrete Pumping had very modest origins: “One pump and me,” Craiglow says. He had a facility where he kept the truck at night “and I slept on a cot next to it.” Since Buckeye started in 1985 the company has had steady growth and now has annual revenue of \$4 million with 16 employees and 17 concrete pumping units.

Growth was helped by the broader acceptance of concrete pumping. It used to be employed only in specialized jobs, but now it has wider application as a mainstream construction practice for commercial and residential jobs, plus infrastructure like roads and bridges.

The general economy is strong and the construction economy is booming. Among the hot spots in construction are healthcare facilities. “It seems like they’re building an urgent care center everywhere there’s an exit,” says Craiglow. He expects continued growth for Buckeye: “I see new names on our work orders nearly every day.” That growth will continue despite increased competition because Craiglow has refined his business strategies accordingly.



“Contractors want a truck they can work hard all day, park at night, and work hard again the next day with minimal fuss or bother, and do it for years. This is why Mack is the preferred brand in our business.”

Terry Craiglow, owner of Buckeye Concrete Pumping



“We offer all the difficult services. We have line pump, which is incredibly hard work. We have conveyors. We have the equipment and expertise to deliver concrete pretty much anywhere. We have a bigger toolbox. We have the best equipment and the best people. Offering superior service ensures our success because you can’t put service out of business.”

Having the right employees is part of Buckeye’s success, but Craiglow says attracting and retaining quality employees is a huge challenge these days, as it is for nearly every business.

“People don’t want to work this hard anymore,” says Craiglow. “They want to know what time their day starts and what time it ends and in our business, you don’t always know that. And if you’ve been sitting in a crane or a backhoe and come to work for us, you’re surprised by how hard this work is. At some point in the day you’re going to have to get down and wallow in

the concrete.” Compounding the intensity is the fact that “we’re working with a perishable product. Concrete starts setting up the minute it gets to the site. You have to hustle and hustle hard.” Craiglow says Buckeye does a lot of bridge decks “and it’s the day you pour that makes or breaks you. All the form-setting, all the rebar and everything else is secondary to the day of the pour.”

Having a fleet of Mack pumpers is a help with new drivers. “Macks are easy and intuitive to operate,” he says. “You don’t have to be a mechanic to drive a Mack. We train our employees in every aspect of the job. It’s nice that we don’t have to spend a lot of time training them on the operation of the truck and can spend that time instead on training that is specific to our business of pumping concrete.”

Craiglow says there’s also been steady development in driver comfort and amenities. “Mack has always been known for rugged durability. They’ve retained that while adding things to keep drivers safe and comfortable throughout the long days our jobs require.” The cab is optimized for single-driver applications. Gauges are clear and easily readable and placed for easy access. Built-in locations for joysticks and other body control devices make operation of the boom and pump simpler and safer. “All of our employees appreciate what’s been done to improve the operator environment,” Craiglow says. “Even our toughest characters.” ■

AT WORK

Beyond the blue box

Mack LR trucks tough enough for Waste Control Services

by Richard Ries photos by Ken North

While image is important in any business, Allan Dasanjh, owner of Waste Control Services, says it's essential in waste control. He says the Mack LR promotes a good public image with its clean lines and modern appearance.

AT WORK

While sorting recyclables into their proper bins may be the most you know about the refuse business, for Waste Control Services of Vancouver, British Columbia, the business encompasses a huge volume and variety of waste control that goes beyond the blue recycling box.

WCS offers a wide range of services because they have a wide range of clients, residential and commercial. They build balers and compactors, including custom equipment to meet clients' specific needs. They manage a drop-off center for items that aren't accepted by municipal recycling services. They offer consulting services for customers who want to reduce their waste stream and be better managers of the waste that remains.

But what WCS does the most is pick up waste: all kinds of waste from all kinds of customers including residential, commercial and industrial. No two stops are alike, and no single truck type will work in every application so WCS has several kinds of trucks. A few single axle; mostly tandems. Different wheelbase lengths. A key difference is the pickup point: front, side or rear.

There are two features that absolutely have to be included in all trucks: driver comfort and serviceability.

Answering the employee dilemma

Allan Dasanjh, owner of Waste Control Services, found one truck that meets all these needs: the Mack® LR. He recently began adding them to his fleet, with 13 so far. LR models currently represent nearly a quarter of his fleet. It's a mixed fleet, and those various makes and models form the benchmark of comparison for the Mack LR and also explain why Dasanjh prefers the LR.

He says driver comfort is the company's main priority. "Our containers are on casters, and at least half of them have to be wrestled into place to be picked up," Dasanjh says. "Drivers are in and out of these trucks 100 times a day." While trucks from other manufacturers in the WCS fleet have two steps up to the cab, the LR has only one. "Getting in and out is much easier. The seating position is a little lower, but visibility is excellent because of that big front bay window."

Ken North, sales manager for the local Mack dealer, Pacific Coast Heavy Truck Group, says Dasanjh appreciated the amenities on the LR. "Power windows and mirrors. Tilt steering. Air conditioning. He even spotted things others

often overlook, like the wide drip rails above the doors to minimize wetting as the driver enters and exits, and which allow the truck to be driven in rain with the windows slightly open."

Why the emphasis on driver comfort? It's in response to the same issue that crops up any time there's a strong economy: attraction and retention of qualified drivers in a tight labor

market. The demand for workers exceeds the supply every time this happens, but the dynamics have changed in recent years as hiring requirements have tightened and fewer potential employees can meet those requirements. Dasanjh says he has trouble finding workers able to handle the long days and physically demanding nature of the job.

"It looks like a professional, efficient truck. Uniformed employees and the name and logo are part of our image. But if the employee is driving a noisy, ugly truck or the logo is on the door of a truck that looks outdated, you've lost the image battle."

Allan Dasanjh, owner of Waste Control Services

"Drivers are in and out of these trucks 100 times a day. Getting in and out [of the Mack LR] is much easier. The seating position is a little lower, but visibility is excellent because of that big front bay window."

Allan Dasanjh, owner of Waste Control Services



Part of the solution, he says, is to ensure the work environment for drivers is as comfortable, safe and efficient as possible. That alone won't solve the recruitment and retention issues, but it certainly helps. He says the feature set on the LR is a perfect match for addressing the realities of today's business challenges.

Service and serviceability

Dasanjh calls the LR mechanic-friendly. "On another brand of truck, replacing that wiper motor requires disassembling half the interior. On the LR, access is quick and easy. Remove a cover from the outside and there's your motor."

The Mack service experience is something Dasanjh likes about his

Macks that he's not found as easy with other OEMs.

Getting the right component is an easy process with Pacific Coast Heavy Truck Group, Dasanjh says. "I call John Williams [owner of PCHTG] and tell him, 'Here's a part you need to stock,' and he listens to me. The whole organization listens to me and takes me seriously."



Mack took Dasanjh so seriously that Mack Trucks' refuse product manager Curtis Dorwart made a special trip to meet with him. "Curtis is something of a personality," Ken North says. "You can find him on YouTube explaining features and benefits of Mack trucks from trade show floors around the world. [Dasanjh] was very much impressed that Mack took Waste Control Services so seriously.

Service and serviceability advantages came into play even before WCS took delivery of their new trucks. Body builders the company had used for years "knew MR models backward and forward," says Dasanjh, "but the LR was new to them." He says lacking familiarity and experience with the new model gave the body builders' staff a bit of anxiety at first, "but once they got into it they were perfectly comfortable." Learning a new truck is easier given Mack's extensive library of reference materials and in-house team of experts with Mack's Body Builder Support Group.

Fitting the image

Waste collection doesn't have a glamorous reputation. But a professional organization such as Waste Control Services works hard to counteract this public perception, and the Mack LR fits right in. "It looks like a professional, efficient truck," Dasanjh says. "Uniformed employees and the name and logo are part of our image. But if the employee is driving a noisy, ugly truck or the logo is on the door of a truck that looks outdated, you've lost the image battle."

It's not just aesthetics that define WCS. The company has taken a leadership role in the Vancouver market with such programs as their Zero Waste initiative. "It's important to be competitive in the waste

industry," says Dasanjh, "but Zero Waste isn't part of being competitive. It's integral to our role in the sustainability of our communities."

Recycling is a key component of the Zero Waste initiative. WCS uses the tagline "Beyond the blue box" for their comprehensive recycling services, a reference to the blue bins provided by municipalities for recycling. The blue bins work fine for easily recyclable materials such as clear glass and aluminum beverage cans. But WCS takes in problematic recyclables such as rigid Styrofoam packing blocks, styrofoam food containers, household electronics and rigid plastics, such as furniture and retail packaging.

"People think when they throw a soft drink can into a recycling bin the matter is resolved," Dasanjh says. "They have no idea how complicated recycling has become nor do they appreciate that recycling is a global industry influenced heavily by global players."

Beyond recycling, WCS offers paper shredding, organics collection, waste consulting and a host of other services. They seek out challenging waste situations and develop innovative solutions. One example is the pickup of spent grain from craft breweries. Spent grain makes a good feed stock, and area farmers are happy to get it. Collection had been handled by the farmers themselves, but their busy schedules meant irregular pickups, which frustrated the breweries. WCS came in and in typical WCS style, implemented a successful and efficient collection and distribution system.

"In our nearly quarter-century of business, we've worked hard to become a leader in this vital industry," Dasanjh says. "We've done this through professionalism, innovation, excellent customer service and the intelligent use of technology. Mack LR trucks fit this strategy perfectly." ■



Banding together

Mack Trucks, Zac Brown Band collaborate to create custom Mack Anthem® model

By Kevin Williams photos by Jim McNamara

“Every time I turn that truck around, right at the Georgia line

And I count the days and the miles back home to you on that Highway 20 ride.”

**Highway 20 Ride
– Zac Brown Band**

If you're traveling on Highway 20 at the Georgia line — and if you're lucky — you may pass a custom-wrapped Mack Anthem® model with the words ZAC BROWN BAND emblazoned on the trailer. If you don't see it on Highway 20 near the Georgia line (because how cool would that be?), you might see it on I-95 outside Bangor. Or I-75 near Valdosta. Or any number of highways as the merchandise truck follows the multiplatinum Grammy-award-winning band on its “Down the Rabbit Hole” tour.

The sleek, intricately painted Mack Anthem turns heads everywhere it goes. The choice of pairing Mack with the Zac Brown Band was based on the deep, Americana connection between the brands. “The Mack Trucks

and Zac Brown Band partnership is a great opportunity for both brands,” says John Walsh, vice president of marketing, Mack Trucks. “Like Mack, Zac shares a passion for designing and producing products in America, and we're excited to support his tour with our U.S.-built Mack Anthem model.”

The collaboration between Mack Trucks and Zac Brown Band resulted in a custom-painted Mack Anthem 70-inch stand up sleeper model to transport the band's merchandise to all 26 tour cities across the United States. As part of the collaboration, the truck was fully customized by ZB Customs, Brown's in-house custom design company at Southern Ground, the band's headquarters in Peachtree City, Georgia.



Kevin Kennedy hauls the Zac Brown Band's merchandise trailer in a custom Mack Anthem® model.

And it has created its own excitement on the road.

"I get a lot of honks, thumbs up, waving and reactions from other truck drivers on the CB about the truck. It's an eye-catcher," says Kevin Kennedy, one of the drivers employed by the band. Truckers and fans pepper him with questions wherever he goes. They ask him what he's hauling and if the band is in the truck. Truckers also ask if the band needs any drivers, which, unfortunately, is not the case.

And no, the band is not hanging out inside the Mack Anthem. Zac and his band mates travel in a tour bus while the Anthem hauls their branded merchandise, such as shirts, hats, CDs and vinyl, posters, leather goods, drinkware and even kitchen utensils. This warehouse-on-wheels travels with the band, and the Zac Brown-minted goods are available for sale at the band's tour stops.

There are plenty of features about the Mack Anthem that make it well-suited for the gig.

"A lot of what we run into in the music tour industry is tight spaces and tight areas, and the Anthem is up to the challenge," Kennedy says, specifically mentioning its turning radius. The truck also features a 13-liter Mack MP®8 engine paired with Mack's 12-speed mDRIVE™ transmission, standard on all Anthems. The automated manual transmission allows drivers to focus on the road between tour stops, rather than shifting gears. These and other features make for a great highway truck.



"Mack has always been known as a truck more used on the construction side of things and not necessarily long-haul. But when truckers look at the space and the way things have been designed, they are very impressed," Kennedy says.

And there is much to be impressed about, whether it's the cab's hardwood floors or the inspiring reproduction of the American flag on the outside.

Design details

The truck's exterior artwork came together quickly, more out of excitement and energy than deadline. From start to finish, the entire "Zac Brown-ifying" of the Anthem took about six weeks, much of it spent meticulously hand-laying graphics.

"I've had a passion for design my entire life and have always been attracted to brands with strong products that showcase a tough aesthetic but are created with fine attention to detail," Brown says. "We were excited to work with Mack Trucks to utilize the incredible talents of our ZB Customs team to create a unique, eye-catching design for a durable Mack Truck that allows us to take our cross-country tour on the

road with confidence and style."

In addition to unique graphic designs on its body, the Anthem model features a new grille insert featuring the ZBB logo that provides an eye-catching backdrop for the prominent Mack wordmark. Polished chrome fenders, a unique taillight surround and a set of custom wheels are just a few of the other design elements ZB Customs incorporated into the Anthem model.

"The band had input in the project; even though we are the artists, it is his name," says Kristian Baena, lead artist on the Anthem.

"The band had a lot of influence as far as colors and the overall patriotic message that included the American flag graphic," Baena says. "We tried to channel a retro Smokey and the Bandit ambiance as well."

Design team member Dustin "Dune Buggy" Smith was involved in all aspects of the truck's customization, such as procuring wood for the hardwood floor and chromed stainless steel to customize the grille.

"We tricked-out the interior with custom leather and wood floors," Smith says, adding that it was all part of coming up with a "look" for the truck. "We know what Zac likes, and the design team works together like family," Smith says. ■

TRENDS A roundup of the numbers that drive your business.

INDUSTRY ISSUES

12%

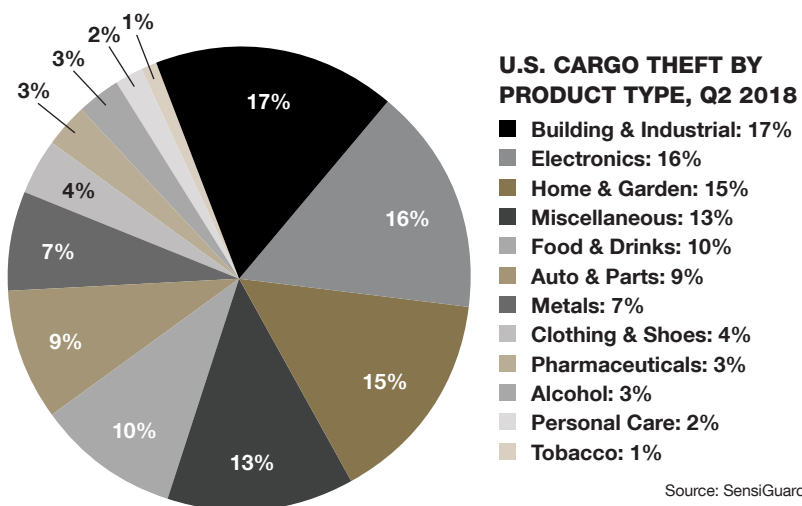
2018 shipping costs are forecast to rise 12 percent over 2017, according to FTR, which publishes the Shippers Conditions Index. FTR forecasts 2019 shipping costs to rise another 6 percent.

Maxed out

The trucking industry is operating at maxed-out capacity, according to FTR's Trucking Conditions Index, and that translates into strong rates for carriers. "Conditions likely are approaching their most favorable for carriers in the current cycle," says Avery Vise, FTR's vice president of trucking. "Additional drivers and trucks as well as ongoing supply-chain adjustments to tight capacity and electronic logging devices should bring modest stabilization."

CARGO THEFT

Losses from theft also increase in second quarter 2018



Cargo-theft volume and average values increased year-over-year in the second quarter of 2018, according to cargo-theft-recording firm SensiGuard, which documented 144 cargo theft incidents during the quarter with an average loss value of \$178,273 – an 8 percent increase in volume and 28 percent increase in value compared to the second quarter of 2017.

FREIGHT

8.6%



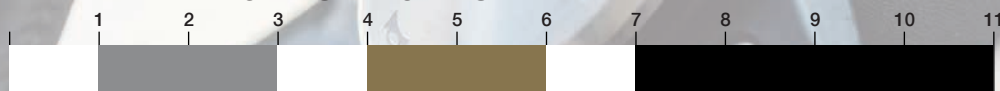
The amount of freight moved by the for-hire trucking industry increased 8.6 percent in July 2018 compared to July 2017. Truck tonnage is booming, ignited by solid manufacturing, retail sales and construction activity, according to the American Trucking Associations monthly Truck Tonnage Index.

DRIVERS

Driver pay surges

Per-mile company driver pay increased dramatically in the first quarter of 2018 compared to the same period in 2017, according to the National Transportation Institute. Some fleets inflated pay by 7 to 11 cents per mile compared to the previous year.

PER-MILE PAY INCREASE IN CENTS



6.25 percent of fleets instituted pay boosts in the 7- to 11-cent range ■. Another 43.75 percent of fleets boosted driver pay in the 4- to 6-cent range ■. The remaining 50 percent of carriers raised pay by 1 to 3 cents a mile ■.

PAY INCREASES BY SEGMENT: (Q1 2018 vs. Q1 2017)

Flatbed: **+3.3¢** a mile

Dry van: **+2.7¢** a mile

Reefer: **+3.0¢** a mile

AVERAGE SIGN-ON BONUS GROWTH BY SEGMENT: (Q1 2017 vs. Q1 2018)

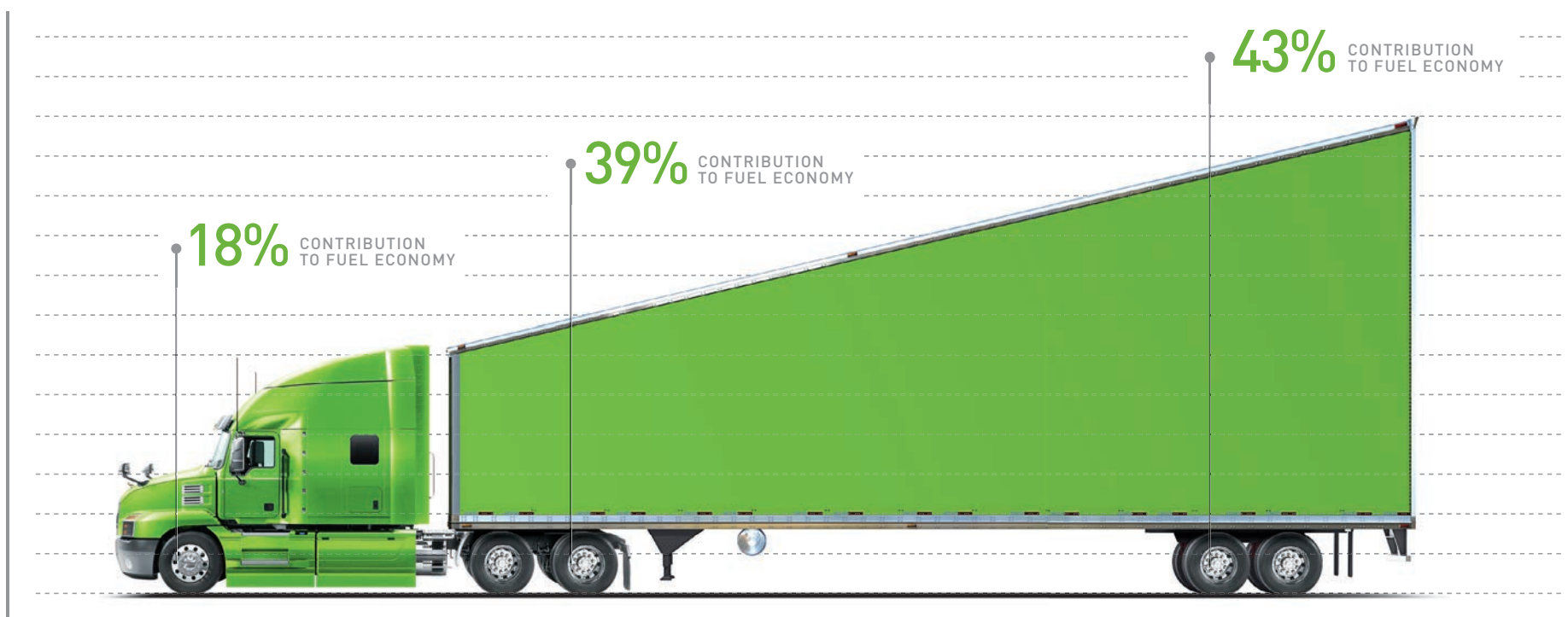
Flatbed: **\$6,000**

Dry Van: **\$7,000**

Reefer: **\$3,000**

Source: National Transportation Institute

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 October 5 – 9
 October 9 – 10
 October 28 – 31

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