

DAF in action

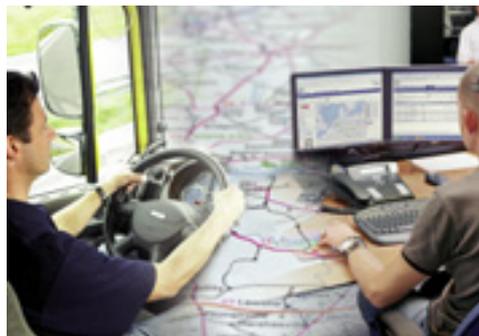
Magazine of DAF Trucks N.V.

July 2009

**Cost saving takes centre stage during
'DAF Experience 2009'**



Telematics boosts efficiency



DAF LF Edition 2009

DAF

A PACCAR COMPANY

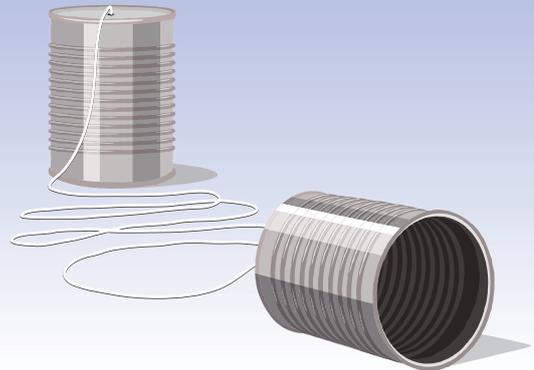


How to save money at work:

Relocate to cheaper premises



Reduce phone bills



Fit your trucks with Goodyear Max Technology



Dedicated Compound



3D Innovative Blading



Latest technology carcass

Max Technology from Goodyear.

This groundbreaking technology offers a variety of new features to help reduce your fleet's running costs. Max Technology is now available on a wider range of regional haul tyres (sizes: 17.5" and 19.5") featuring KMax technology which provides 10% more mileage*. All of which is not only good for your balance sheet, but also the environment. To find out more visit www.goodyear.co.uk



*Based on a test from several customers fleets run between end 2006 and 2008 on 215/75R17.5" and 265/70R19.5" on DAF 55-220.

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Partners in business, now more than ever!

With the exception of the health- and public sector, every industrial and business sector is affected by the current economic crisis. And the end of it is not yet in sight. As economic growth and the demand for transport are by definition linked, the transport sector is also suffering hard times. An estimated 20 to 25% of all heavy trucks in the European Union are standing idle. And with this low demand for transport, the demand for transport equipment has also decreased strongly since last September. All in all, challenging times for any company, but especially so for road transport and for our industry.

However, the global economic situation is a given, which transport companies and industry can hardly influence. We are subjected to its effects like a ship that has unexpectedly strayed into stormy weather. More important is how we deal with the situation. Which measures we take to get through the crisis as best we can and be ready for the moment the market picks up again. In the end, successful companies are those that take the right measures timely and adapt quickly to changing circumstances. Under today's economic conditions, we have to focus on strict cost management and optimizing the efficiency of the entire organization and all its processes.

As a Six Sigma company, DAF has made great strides in this area in recent years, which are proving to be of great value, especially now. It is our pleasure to share this knowledge and experience with our partners in business: our customers and suppliers. For this reason, you will read more about Six Sigma in this issue of DAF in action Magazine. And, more specifically focused on cost control and efficiency improvements of the vehicle fleet, we – together with our dealers – have a lot to offer to transport operators. Therefore, this issue of DAF in action Magazine focuses largely on the cost column and the possibilities to control the different types of cost. Including, of course, how we can support this objective with leading products and services. Our dealers are pleased to work with their customers to see what they can do to reduce operational costs for the transport operator. Together with the services of PACCAR Parts, PACCAR Financial and DAF MultiSupport Repair & Maintenance Contracts, there are a lot of opportunities. Make an appointment with the DAF-dealer who will be happy to share his thoughts with you, as you may expect from a partner in business. Now more than ever!

Colophon

DAF in action is a publication of DAF Trucks N.V.
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P.O. Box 90065, 5600 PT Eindhoven, the Netherlands
www.daf.com

Design and printing: GPB bv, Leiderdorp



Aad Goudriaan,
President



Another 40 XF105s for Roadmasters

The Hungarian transport company Roadmasters Kft. has added 40 XF105 tractors to its fleet, in addition to the eight trucks of the same type that were delivered earlier. Roadmasters' fleet now consists of 76 vehicles, all DAFs.

The trucks will be used primarily for transport to the Ukraine and Russia. "Roadmasters specialises in transport to Eastern European destinations", says Csaba Győző, the owner and managing director. "The extreme weather conditions and the poor condition of the roads mean that reliable trucks are needed, so we chose DAF".



Owner and managing director Csaba Győző is handed the keys by József Pais, managing director of Hungarotruck.



The first European type approval for trucks is given to DAF. On the left are Maarten Balk (Certification Manager) and Jan Bierman (Chief Inspector, TST) from RDW, and on the right are Peter Kramer (Manager of Standards & Homologation) and Johan van Stiphout (Homologation Engineer), both from DAF.

First European type approval for DAF XF105

Since 29 April 2009, national inspection bodies have also been able to issue trucks with a European type approval. This means that truck manufacturers will no longer have to request a separate type approval in each of the 27 member states of the European Union. RDW, the Dutch Road Transport Directorate, broke new ground on Wednesday 29 April by being the first to issue a European type approval for trucks. This took place at DAF Trucks in Eindhoven for the DAF 2009-edition XF105.



Asphalt cleaner

Support Clean B.V., a sister company of Wilchem B.V. based in Papendrecht in the Netherlands, has recently commissioned a new vehicle for removing oily substances from roads.

Road surfaces made from 'very open asphalt concrete' (ZOAB) are often particularly difficult to clean due to their open structure. When constructing the 'ZOAB cleaner', a conscious decision was made to use a DAF CF85: "Because when it comes to combating environmental incidents, you simply have to use the best materials", explains Carel de Jong from Wilchem. "This vehicle enables a 4-metre wide stretch of road surface to be cleaned. The cleaning process uses water at a pressure of 250 bar, and we have 15,000 litres of clean water on board. The dirty rinsing water is simply sucked up again then drained off."



Recognition for "Dr. Hub van Doorne"

Dr. Hub van Doorne, the founder of DAF, has been inducted into the "Automotive European Hall of Fame", which honours special services in the automotive industry. "This is an accolade for dreamers who are also doers, for extraordinary people who created the largest and most fascinating industry in Europe thanks to a combination of vision, courage, tenacity and genius", says Automotive News, the initiator of the award. A plaque has been placed in the Palexpo building in Geneva as a permanent memorial. "Mr Hub" will be rubbing shoulders there with a number of greats, including Henry Ford, Enzo Ferrari, Karl Benz, Ferdinand Porsche and the Opel brothers.



From left to right: Omid Djilili, presenter; Ray Ashworth, managing director DAF Trucks UK; Mark Barton, sales director, BRS.

CF85 voted 'Fleet Truck of the Year'

For the second year running the CF85 has been voted 'Fleet Truck of the Year' in the Motor Transport Awards, the UK's premier transport industry awards scheme

Ray Ashworth, managing director of DAF UK, received the trophy in front of 1400 leading figures from the industry at a glittering presentation dinner in London from Mark Barton, sales director of BRS, who sponsored the award.

"This is a great accolade for the CF85 and for everybody in the UK sales team and across the dealer network," said Ray Asworth. "It is made all the more significant because fleet operators vote for this award and they are very most discerning buyers.

"This is the ninth time that the CF85 or one of its predecessors has won the Fleet Truck of the Year accolade, which confirms that operators recognise the product development and continuous improvement that has gone in to the model. We are clearly being recognised for meeting the needs of customers for fuel efficiency, good environmental performance and increased safety. That's the genius of evolution!"

CF65 on rails

The Danish company Bravida has started using a very special DAF CF65, fitted with devices that also allow it to travel easily on rails. Bravida is using the vehicle for building and maintaining overhead wires and railway signals. The CF65 is fitted with the 250 hp, 6.7-litre PACCAR GR engine that drives a hydraulic pump. This powers the vehicle when it is travelling on rails. The brakes are also powered by hydraulics.



XF105 with 7 hp

The Dutch horse breeder, Stoeterij Duyselshof, based in Duizel, has begun using a new horse transporter. The DAF XF105 has a special body and is used to transport jumping horses to competitions at home and abroad.

At twelve metres long, the horse transporter has a very special and exclusive appearance. The three-axle DAF XF105 is fitted with the most luxurious Super Space Cab with Skylights. The front section consists of a comfortable living and sleeping area, including a bathroom, and the rear part has room for a maximum of seven horses.

Stoeterij Duyselshof has already won many national and international prizes since it was established in 2000. The stud farm is the home base for a number of talented riders and is linked to the VDL Group, a conglomerate of industrial companies that are active in the supply, bus and finished product sectors.



'Top Truck of All Time'

On the occasion of its 25th anniversary, the renowned UK trucking magazine 'Truck and Driver' asked its readers to nominate their favourite truck of all time. And it was the DAF XF105 that was voted 'Top Truck of All Time'. In addition several journalists made some positive comments, one of them stating: "As long as I've known DAF it has had drivers' interests at heart. The XF cab is beautifully finished, spacious and full of intelligently thought-out details, from the location of the radio to the slide out table."

Road transport in Europe is decreasing by 20 to 30%

Reducing operational costs is

Economic conditions mean that road transport in Europe has fallen by 20 to 30 percent in comparison with the previous year. Some transport operators have taken vehicles off the road and the need to further reduce operational costs is more of a priority than ever. A professional partner, such as DAF Trucks and its dealers, who can help with this is also more important than ever.



transport volumes, which is as high as 50% in some countries. Estimations from a range of national transport organisations say that 20 to 25 percent of trucks are currently off the road.

Cost management is key

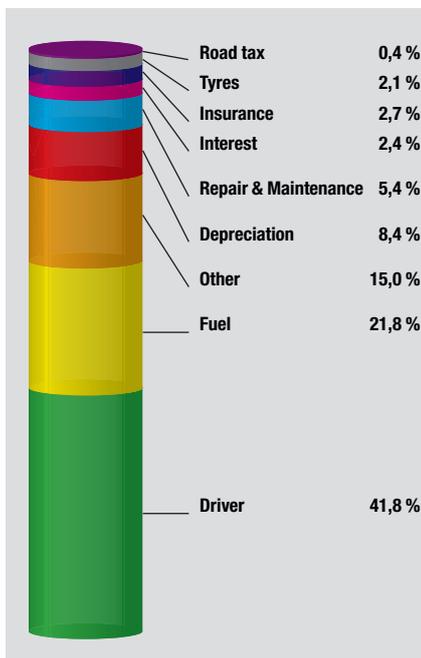
The same applies to the transport industry as to every other sector – companies that take adequate measures in response to the change in market conditions have the best chance of successfully riding out the economic recession. “Cost management” is the key phrase and this is where DAF dealers can offer a helping hand, starting with the modern and efficient DAF product range. The DAF LF, CF and XF have been developed to provide maximum durability and reliability, optimum driver comfort and, in particular, low operational costs.

The best partner in business

As well as an excellent product range, DAF dealers also provide a complete package of services with options for reducing costs; for example MultiSupport repair and maintenance contracts. This means that the costs per kilometre are as clear as possible beforehand so there will be no surprises for you, the operator. Or financing options from PACCAR Financial, keeping your own financial means available for other purposes. Or DAF EcoDrive driver training that has been proven to deliver structurally lower fuel consumption of 3 to 5%. DAF dealers will also offer advice on the best way to take trucks that currently have no work off the road. The “DAF Dealer Check” that is being offered in many countries is also new. The dealer inspects the whole fleet to keep the vehicles in optimum condition and avoid unforeseen stoppages. That is just a fraction of the support that DAF dealers can offer in reducing costs. The DAF dealer is the best partner in business, especially at the moment!

The International Road Transport Union (IRU) is seeing a major downturn in transport volumes, which is as high as 50% in some countries.

The European Commission has revised its expectations on the contraction of the economy in 2009. The prediction for the European Union as a whole as well as for the eurozone is now for 4% negative growth, whereas in January, a contraction of 1.8 and 1.9% respectively was still being forecast. The International Road Transport Union (IRU) is seeing a major downturn in



Cost breakdown for international road transport

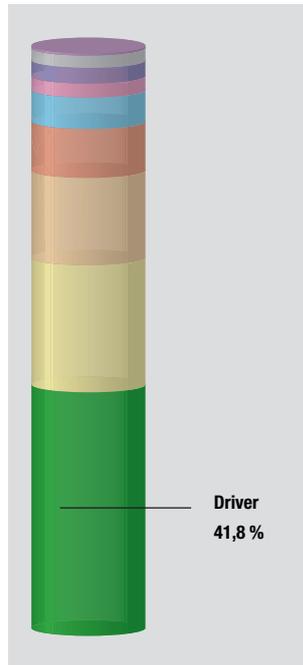
Figures from NEA, the Dutch road transport research and training institute, show that the largest cost item for the transport operator in international road transport is the driver at 41.8%, followed immediately by fuel (21.8%). The most important costs are “general costs” (15%) – including costs for overheads and back office – and costs for depreciation (8.4%), repair and maintenance (5.4%), insurance (2.7%), interest (2.4%), tyres (2.1%) and road tax (0.4%). The logical way to reduce costs is to start with the larger cost items i.e. to pick the low-hanging fruit first. Significant savings can also be made on the other cost items, however, especially if the fleet comprises dozens or hundred of vehicles. We have listed the various cost types together with the opportunities for making savings.

more important than ever

A satisfied driver saves costs

The primary cost item in international transport is the driver's salary at almost 42%. DAF can only influence this to a limited degree of course; however, the same applies to drivers as to other employees: If they are satisfied, they will work more efficiently and sick leave will be lower. This also results in less damage and therefore lower costs.

The DAF cabs are among the most spacious on the market and their attractive materials in carefully-chosen colour schemes really make them stand out. Optimum ergonomics enable drivers to focus fully on driving, and the models with a sleeper cab provide a bed that is at least as good as the one they have at home. This ensures drivers are always well-rested when on the road. The interiors of the LF, CF and XF105 prove that the driver is at the very heart of their development. No wonder drivers like using DAFs. After all, excellent driving characteristics and an exemplary level of comfort also come as standard in every DAF.



Cost saving takes centre stage during "DAF Experience 2009"

DAF is organising the "DAF Experience 2009" in Eindhoven from May to October, the main goal being to inform customers and prospective customers about the opportunities DAF can offer to reduce operational costs. The company has improved its own efficiency by 4 to 7% annually in recent years by utilising methodologies such as Six Sigma and the PACCAR Production System. The lessons learned during this process will be shared with transport operators during the "DAF Experience 2009".

Thousands of customers and prospects from across Europe will be welcomed during the event. As well as DAF's modern production facilities and the new engine test centre, they will also be visiting the PACCAR Technology Center (see page 26). Here, visitors can see the latest production technologies alongside the wide range of trucks and services, including PACCAR Financial, PACCAR Parts and MultiSupport repair and maintenance contracts.

Guests will also have the opportunity to drive the LF, CF and XF105 on DAF's test circuit complex. These models have been developed and produced with optimum driver comfort and maximum yield per kilometre in mind.



The PACCAR Technology Center is an interactive "showroom" that provides a comprehensive overview of progressive technological innovations, as well as of the complete range of engines, trucks and services behind the product.



Reducing costs

Fuel for thought:
1% lower consumption = € 500 saving per year

In international road transport, fuel represents the second most important cost item for the transport operator after the driver's costs. Every percentage point reduction in fuel consumption results in an annual cost saving per truck of around € 500*). And there are plenty of opportunities to save fuel!

The ultramodern PACCAR engines in the DAF LF, CF and XF105 are already recognised for their high levels of fuel efficiency. In order to comply with Euro 4 and 5 emission standards, DAF – along with the majority of European truck manufacturers – has opted for SCR Technology for emissions after-treatment. This allows the engine to be tuned specifically to keep fuel consumption as low as possible. The chassis of the CF and XF105 tractors (4x2) have also been constructed to allow fuel tank volumes of up to around 1500 litres. This means that DAF offers the largest tank volumes on the market, enabling transport operators to benefit as much as possible from their own petrol stations or fill up in Europe at places where the diesel is cheapest.

Good aerodynamics is also important for achieving low fuel consumption, so DAF supplies spoilers and fenders for every vehicle type. These are developed specifically for those vehicle types in the in-house Design Center. This can save up to 10% on fuel consumption, with side-skirts adding up to 1.2% more. Another way of saving fuel, for example, is to employ a Climatec air conditioning system, which prevents the engine from turning over unnecessarily when stationary and can save more than €1500 in fuel per year.

Attention from the driver

Saving fuel is actually mainly a question of the driver paying attention. A wrongly-adjusted spoiler can use up to 10% more fuel; a tyre pressure that is 20% too low increases consumption by 2.5%. These are examples that are used during DAF EcoDrive driver training sessions, which are available in various countries and help participants achieve a structural fuel saving of 3 to 5%. And the fact that drivers learn to anticipate better in traffic not only helps to save fuel but also reduces wear and tear on tyres and brakes.

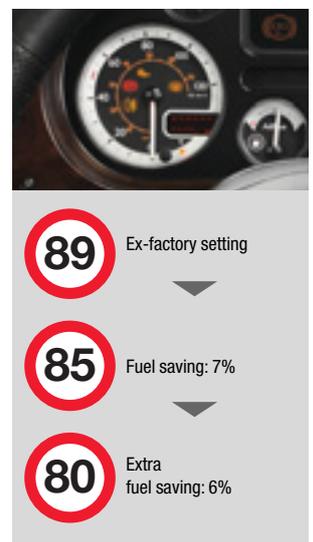
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**) Calculation based on 150,000 km/yr, fuel consumption of 33.3 l/100 km and a diesel price of €0.945/litre.*

From 89 to 80 km/hr A saving of up to 13%

The "ex-factory" speed limit for trucks in Europe is set at 89 km/hr. This doesn't mean that drivers always have to travel at that speed, especially not at a time when the supply of transport exceeds demand, and the economic conditions call for far-reaching cost measures. If drivers do not go above 85 km/hr, fuel consumption can be reduced by 7%. And sticking to a maximum of 80 km/hr – one large transport operator is already doing this – can save around 6% extra. This means that lowering the maximum speed of the speed limiter is definitely worthwhile; it produces significant results and barely affects the average journey time. DAF dealers can do this in around 15 minutes using the DAVIE workshop computer.



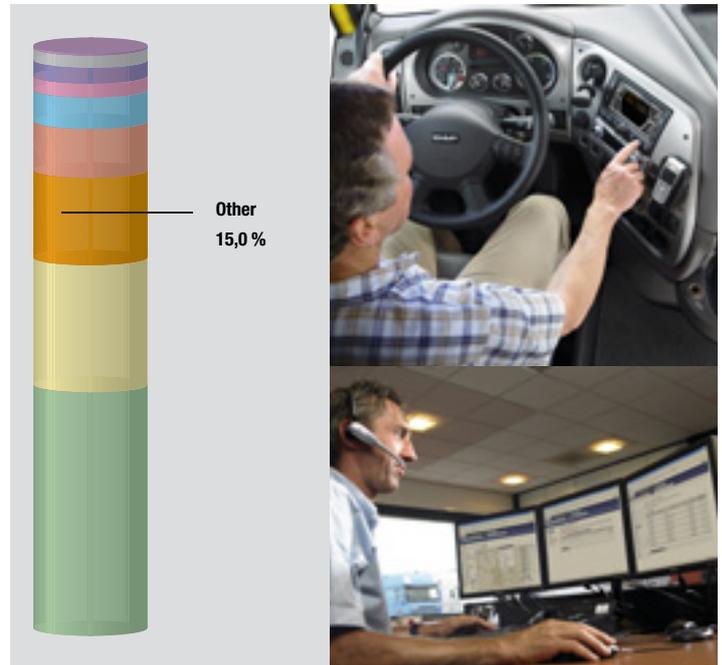
**DAF, best partner
in business. Always.**

DAF Telematics: Optimising business processes

DAF is also working with transport operators to reduce overhead and back office costs. A good example of this is the DAF Telematics System, a data communication system that further optimises fleet management and business processes and reduces costs. It is now available in eight countries.

The DAF Telematics System consists of an extremely user-friendly control module that is integrated in the dashboard and an "Internet portal" that connects to the home base to exchange information. As transport operators would prefer not to invest in additional software and hardware for telematics technology, Internet access is all that is needed when using this system. And if extensive IT systems are already in place, DAF Telematics can easily be incorporated into these, which also saves costs.

DAF Telematics enables you to see the vehicle's location and how long it will take to reach the next destination at a glance on the home base. Information can also be given on speed and fuel consumption to provide an even higher level of efficiency. And the option to send messages backwards and forwards means that significant savings can be made on phone costs alone.



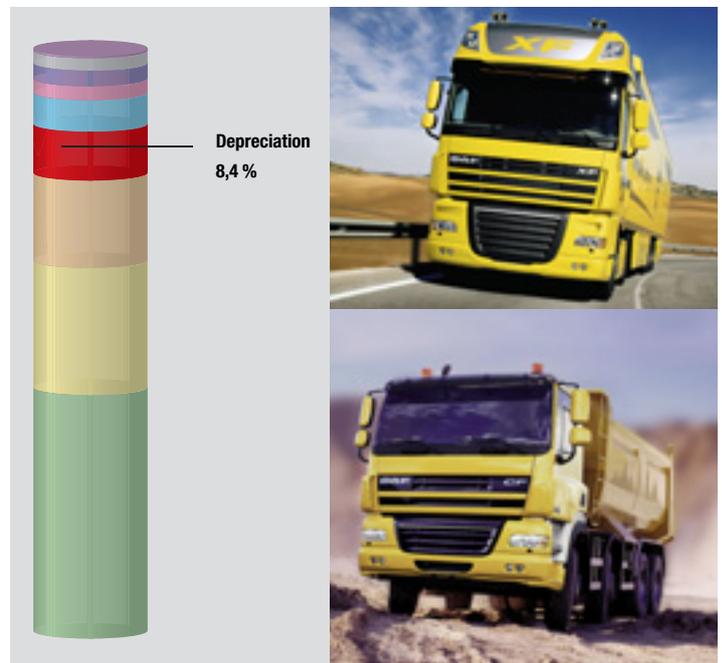
Developed for a long service life

All DAF Trucks have been developed for a long service life. For example, the 12.9 litre PACCAR MX engine from the CF85 and XF105 has been developed for a service life of at least 1.6 million kilometres. This means that when the first owner trades in his truck after 800,000 kilometres, the vehicle will still be able to run for at least the same number of kilometres. The truck is actually only halfway through its service life, which results in a high residual value and helps with depreciation. Another reason why used DAFs are so popular.

Keeping a truck in good technical and outward condition also has a positive influence on its residual value and therefore on depreciation. This also means that the driver needs to keep the interior in good condition.

There are transport operators who – in spite of the economic crisis – have seen their level of activities grow and who therefore need to expand their fleet. A new DAF is of course the best possible investment, as it ensures you always have the most modern engines and driveline technology. But not all transport operators are willing or able to invest in a new DAF in the current conditions, and a used DAF is then the best choice.

There is currently a reasonable range of vehicles that are a few years old and have Euro 5 emission values, which means users can take advantage of the lowest road toll rates, for example. Visit www.dafusedtrucks.com to view the current range.



Reducing costs

Unplanned downtime costs more than just money!

Preventative maintenance avoids 30% of breakdowns

Unplanned downtime incur cost and lost time, not to mention possible claims from customers whose deliveries are late. Statistics from DAF's International Truck Service (ITS) show that preventative maintenance can avoid 30% of breakdowns.

What could be easier than just having one supplier, a "one-stop shop"? Not just from the trucks themselves, but also for maintenance and repairs to trailers, tail lifts, refrigerating units and even trucks from other brands. All DAF dealers have in-house experience for this, as well as the most complete range of universal parts. This TRP range covers not only air buffers, coupling discs and brake parts, but also axle parts for trucks and trailers and workshop supplies including lubricants and tools, and includes more than 60,000 items!

DAF Dealer Check

The "DAF Dealercheck" is just one of the services that DAF dealers provide in a large number of countries in the context of the current economic conditions. This entails a thorough inspection of the fleet – for an attractive price per vehicle – in consultation with the dealer, including at the home base and on Saturdays. The check covers the fuel and AdBlue system as well as the electrical system and the air and refrigeration system, and takes thirty to sixty minutes. A comprehensive report is compiled for each vehicle, specifying what needs to be done to bring the vehicle into optimum condition and avoid unforeseen stoppages. It also checks that spoilers are adjusted properly, tyres are in good condition, and whether there are other faults that can adversely affect fuel consumption.



PACCAR Parts Max Card

The PACCAR Parts Max Card is another way of saving costs. As well as being able to take advantage of offers on parts and accessories, cardholders also receive a quarterly digital newsletter with tips and advice on how to save costs. The newsletter also considers the need for preventative maintenance. You

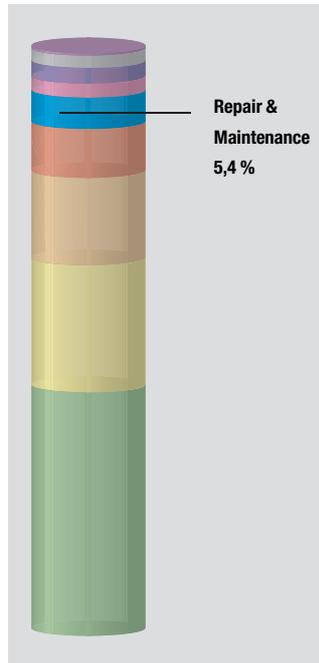
can apply for the PACCAR Max Card via your DAF dealer or at www.paccarparts.eu. And if you apply for the card now, you will receive a booklet of coupons giving you € 1000 worth of discounts on parts and accessories.

Price lists

This summer, DAF dealers throughout Europe will be paying extra attention to the "price lists", where fixed, competitive prices, including fitting, will be applied to a range of maintenance services and to brake adjustments and clutch replacements. This will enable transport operators to calculate the costs in advance – something that is very important in this time of economic uncertainty.

DAF MultiSupport

Maximum clarity in advance is also a reason to opt for a DAF Multi-Support repair and maintenance contract, giving you the security of optimum maintenance for your vehicles with a minimal chance of unplanned stoppages. Your DAF dealer will take responsibility for maintenance-related administration, which will also increase efficiency.



Existing contracts with DAF MultiSupport can be extended under certain conditions, in order to give transport operators as much assistance as possible in reducing operational costs. DAF dealers are also expanding their service provision even further by offering repair and maintenance contracts for used trucks as well, where applicable.

Top 5 for DAF ITS

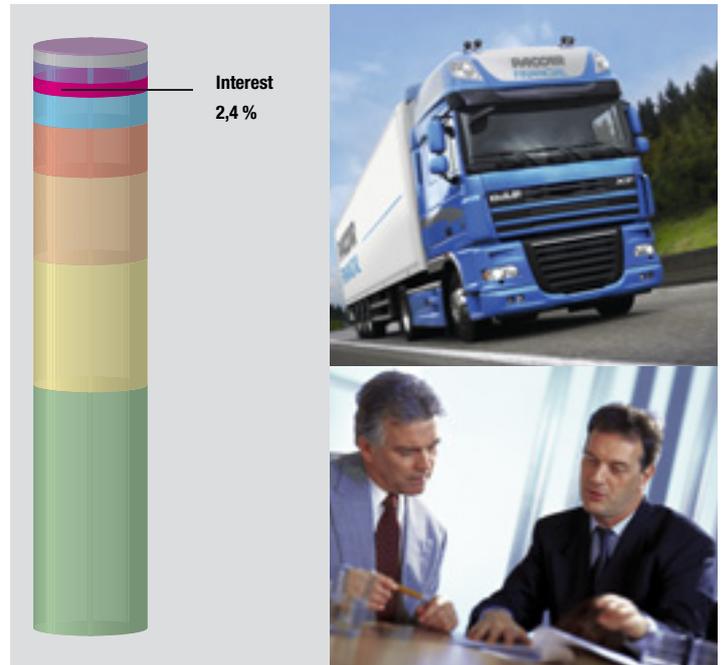
Preventive maintenance avoids unplanned stoppages. Below is an overview of the most common causes of breakdowns that could have been avoided with preventative maintenance. (source: DAF ITS)

- 1. Batteries** Microwaves, fridges and roof air conditioning units place additional strain on batteries. Timely battery replacement is cheaper than just one unplanned breakdown.
- 2. Refrigeration system** Contamination occurs in the radiator and inter-cooler, mainly in the winter. If these are not cleaned, there is a high probability of cooling problems occurring during the summer.
- 3. Alternator** An alternator doesn't last for ever in international transport; preventative maintenance saves costs and repairs en route.
- 4. Fuel filter** Oil companies have been mixing biodiesel in fuel for a number of years now. This is good for the environment, but the downside is that biodiesel is damp, which means it attracts bacteria. We therefore recommend that you change the fuel filter at least once a year.
- 5. Air dryer** Moisture and oil residue in the air system damage brake flaps and the braking system. Timely replacement of the air drying element avoids unplanned stoppages and high costs.

Financing means maximum clarity in advance

PACCAR Financial has been focussing on financing trucks and trailers for more than 40 years already. Its strong AA- credit rating gives PACCAR outstanding access to the international money market, which means the customers can be offered competitive rates of interest.

Opting for financing means that financial means are kept free for other purposes and gives clarity in advance on the precise costs per kilometre. In many cases, the contract with PACCAR Financial can also include insurance, maintenance, repair and road tax. Different times call for different solutions, and existing contracts with PACCAR Financial can therefore be extended under certain conditions. Because every case is specific to the individual, the specialists at PACCAR Financial are ready to offer you meticulous advice.



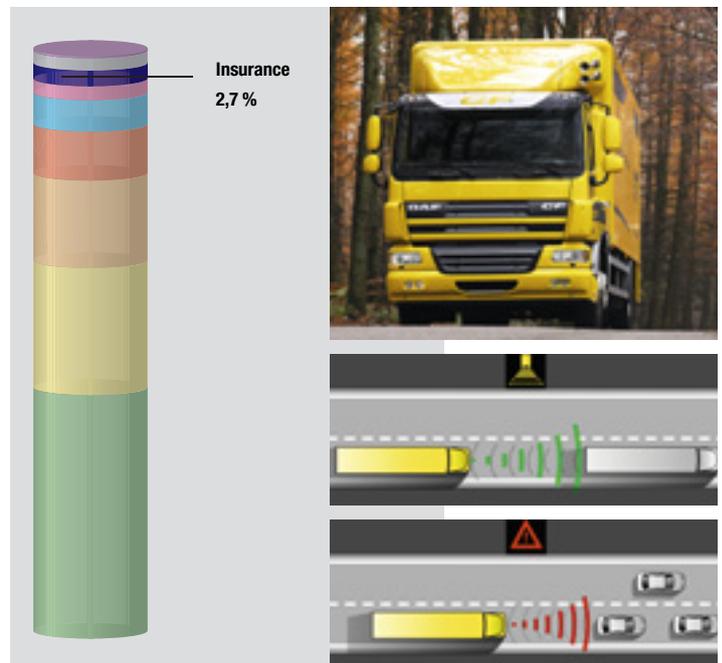
Right now you can save on insurance

Not so long ago, the freight supply was so large that anyone with a driver's license could go straight to work as a truck driver. "Periods of economic crisis mean that the operator has time to screen drivers more closely and train them to a higher standard" says Frank Kraakman from the Dutch insurance company IAK. "The fact the insurance is always 'tailor-made' means that there are opportunities here to make savings".

When the economy is doing well, the number of claims for damage increases, which pushes up insurance costs. "Right now it is important to invest in a professional human resource policy, so that drivers have things the way they want them. This is necessary to reduce the number of claims for damage", says Kraakman.

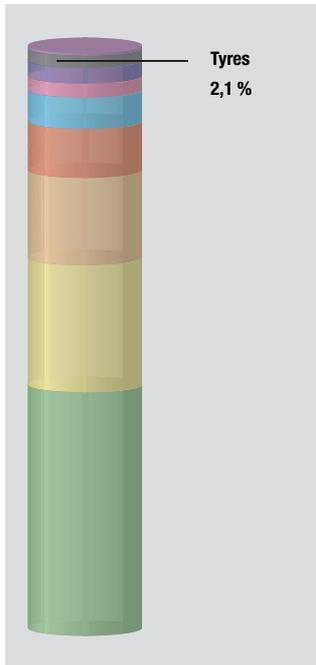
"Prevention programmes that focus attention on driving proficiency and offer training in docking, for example, are also important. Our experience is that these prevention programmes reduce claims for damage by 25 to 30%, and an operator will see the benefit of that straight away in his insurance premium".

Investing in options to increase safety, for example Vehicle Stability Control or Forward Collision Warning systems, can reduce the premium for certain insurance companies in Europe. Your DAF dealer can give you comprehensive information about the wide range of safety options that DAF can supply.



Reducing costs

Increased fuel consumption, decreased service life: 68% of truck tyres are not at pressure

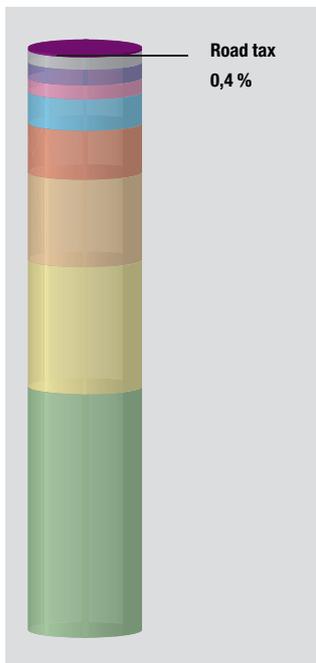


Research conducted by Goodyear last year into tyre pressures for trucks showed that they are on average 16% too low in 68% of truck combinations. When tyre pressures are too low, an unnecessarily high amount of fuel is used and tyre service life is shortened. The pressure of trailer tyres in particular appears to be too low in practice.

If the pressure for a combination is an average of 20% too low, it can result in a rolling resistance that is 8% higher and a 2.5% increase in fuel consumption. The service life of the tyre can decrease by more than 25%. "Based on this example, the correct tyre pressure for a truck in international transport delivers a saving of around € 2250", says Mike Beckers, account manager for Goodyear. "This is € 1000 in additional costs from extra wear and tear and € 1250 in extra fuel costs. Correct tyre pressure is also more environmentally friendly. In order to save as much fuel as possible, it is also important to have the trailer axles in particular aligned properly. Having them incorrectly aligned can add up to 18.5% to fuel costs!"

Tyre pressure affects the contact area with the road and therefore the rolling resistance and fuel consumption.

Maut calculator at www.daf.com



DAF cannot, of course, influence the amount of road tax that transport operators have to pay. However, there are ways to make savings on the German toll portion, which is included in the general costs. The road toll tariffs in Germany increased significantly on 1 January 2009. They rose by more than 40% for Euro 4 and Euro 5 vehicles, and over 55% for Euro 3 trucks. Investing in Euro 5 can therefore save costs.

Imagine you travel 150,000 kilometres a year, 70,000 of which on German motorways. With a Euro 3 vehicle you would pay € 13,300 in road toll; the figure for a truck with Euro 5 specification would be € 8970. That is a difference of € 3430 per truck per year, or 5 euro cents per kilometre!

Opting for Euro 5 can save thousands of euros every year. You can find a road toll calculator at www.daf.com and use it to calculate precisely what choosing Euro 5 means for you. And if you can't afford a new DAF with a Euro 5 engine at the moment, then a relatively new used DAF with a Euro 5 engine is another viable option. Then it's definitely worth trading Euro 3 or even older vehicles in for Euro 5 or EEV trucks.

Is doing your own repairs actually profitable?

The majority of transport operators contract out all repairs and maintenance to their DAF dealer. Those that still have a workshop in-house will have their own reasons for this. The question is simply whether – if an honest calculation is carried out and all costs related to the workshop are actually included – an in-house workshop is still a profitable option, particularly in the current economic climate.

“If you keep doing things the way you've always done them, you'll never get a different result”. That is also true for transport operators with an in-house maintenance and repair workshop. Sometimes an in-house workshop is a conscious choice but often it is just a remnant of the past. “We've always done it like this”, is still a frequent excuse, and “Our workshop rate is lower than the dealer's” is another argument often used. The question is simply whether all costs are actually being allocated to the workshop, and whether the number of hours needed for a specific repair is comparable with the time that the DAF dealer requires to do it. They are always highly-experienced and the mechanics have a wide range of training. It is not without reason that many transport operators have given up their own workshop in recent decades; sometimes because the

mechanic retired, or because (environmental) legislation required a high level of investment in new facilities and equipment. But frequently also because they wanted to focus fully on the core business, on transport, and not on repairs and maintenance. DAF dealers are also happy to be involved in ending or running down in-house workshops. They can take over all repair and maintenance work, or they can also offer intermediate solutions where, for example, the transport operator carries out small regular maintenance work in-house, but hands larger activities over to the dealer.

In-house workshop

And there are also transport companies who have good reasons for choosing to keep maintenance and repair work under their own control. DAF dealers can also offer companies like these opportunities to



DAF Connect is a management system for transport companies that carry out their own repairs to optimise the stock management and efficiency of their workshops.

reduce costs and improve the efficiency of their workshop. With DAF Connect for example, a management system that optimises the stock management and efficiency of workshops in transport companies carrying out their own repairs. It shows clearly which truck is the most efficient per kilometre, the turnaround speed of parts in the warehouse, the level of efficiency for the mechanics, the profit and loss calculation for work orders and the actual total costs for the workshop. DAF Connect provides no less than 40 reports; transport operators who feel that is too much can use Connect Xpress, which focuses purely on optimising parts supply and registration.

The correct measures avoid unnecessary costs Idling a vehicle?

Around 12% of vehicles in Great Britain are parked up; in Poland and Spain the figure is around 30% to 40% of the fleet. And if you look at the situation across Europe as a whole, the percentage is around 25%. If you don't use a truck for several months, then in the future you may be faced with a vehicle that is not in top condition. This is why it makes sense to take the correct measures beforehand to avoid unnecessary costs at a later date.

One thing that has to be done is to disconnect the battery clamps. It is important that the battery fluid level is as high as possible and that the voltage level is checked regularly. Even better, of course, is to connect the batteries to a constant battery charger so that the settings for the on-board computer, clock and radio are retained.

Windscreen wipers must be lifted away from the screen, for example using a piece of polystyrene. Windows and roof hatches must be closed. It is important that heating

and ventilation vents in the cab are left open so that fresh air can circulate. Rubber on the doors must be lubricated to stop it from drying out.

We recommend that tyres are kept at the specified pressure and that any liftable axles are dropped to avoid unnecessary pressure on the air bellows. Water from air reservoirs and water traps must be drawn off; the air system must be brought up to maximum pressure. For safety reasons the truck's handbrake must be engaged.



If a truck is standing idle for an extended period, it is important to drop the liftable axles.

It is important that the fuel tank is completely full to avoid condensation forming, and the AdBlue tank should be drained to prevent contamination of the SCR system.

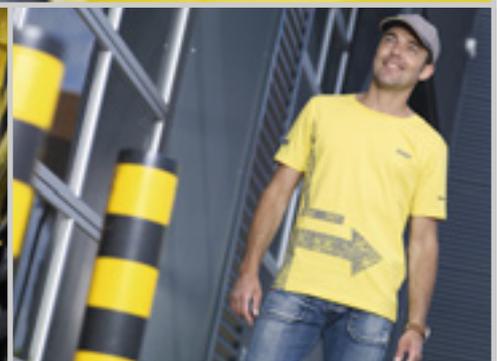
The measures that need to be taken depend mainly on the period that a truck is off the road. Your DAF dealer has all the details on this and will be happy to provide further assistance.

Summer is here! And DAF introduces its completely new collection of clothing. Specially developed for everyone who's constantly on the road: tough, sporty and of course of the highest quality.

T-shirts, caps, jackets, pants, the entire collection can be viewed at www.daf.com and can be ordered at your local DAF dealer.

***Now at your DAF dealer:
the new DAF Fashion Line***

driven by quality



www.daf.com/fashion

**PACCAR
PARTS**

DAF
A PACCAR COMPANY

DAF achieves zero dump:

“Zero Waste to Landfill”

“War on waste” is DAF's motto when it comes to the ongoing reduction of its waste flows. And not without results: DAF Trucks N.V. is the first company to receive an official statement from Lloyd's Register that the dumping of waste products has been reduced to zero.

Environmental protection is more than just a catchphrase for DAF. In June 1998, it became one of the first truck producers in the world to have an environmental protection system certified to ISO 14001. The company takes the full lifecycle of the truck into consideration – from development, production and usage right through to scrapping.

Engine test centre

A great deal has been achieved in recent years with regard to the environment, particularly in production. The use of water-based paints has reduced hydrocarbon emissions by 50%; in Eindhoven, using canal water to cool the machines has cut the use of valuable drinking water by 550.000m³; and investing in advanced electrical brakes, which also act as generators, in the new Engine Test Centre means that DAF in Eindhoven can supply up to 20% of the in-house electricity requirements.

Right first time

“Avoiding waste is a very high priority within our company, and that means reducing the amount of refuse as well”, says Pieter de Grauw, member of the

In principle, all waste materials at DAF Trucks are processed in special waste material centres that are managed by DAF's partners in the waste processing sector.

Board of Management and Director of Operations. “We are making ongoing improvements based on facts and figures, including the use of Six Sigma. The PACCAR Production System also plays an important role. At the end of the day, the first step in avoiding waste is to do everything properly the first time round”.

The latest technology

Of course the company is also investing in the latest technology. DAF's Sheet Metal Factory uses advanced laser cutting machines that are meticulously programmed to cut as many components as possible out of sheet material. Moreover, only recyclable packaging material is used, and return packaging is used wherever possible to eliminate waste packaging completely.

“Our efforts to continuously reduce the amount of waste have meant that only 8.5 kilos of waste per truck were dumped last year”, explains De Grauw. “In June last year, a project was launched to reduce this to zero. We are working with our partners in the field of waste processing to look at how those final three waste products that were still dumped could be processed



Pieter de Grauw, member of the Board of Management for DAF and responsible for Operations: “The first step in avoiding waste is to do everything properly the first time round”.

responsibly. The paint sediment, for example, from the paint shops is now used in the cement industry, and “filter cake” (calciferous and also a product of the paint shops) is utilised in building materials for the mining industry. Blasting abrasives are used in producing concrete blocks. Achieving Zero Waste to Landfill means we have reached an important milestone in our “war on waste”, which will of course continue at the same rate”.

DAF's Sheet Metal Factory uses advanced laser cutting machines that cut as many components as possible out of sheet material with the minimum amount of waste.



Martien van Wijngen, Van Wijngen Transport B.V.:

“Growth in a time of crisis”



Martien van Wijngen from the Dutch transport company of the same name based in Breda doesn't want to hear about economic crisis. “OK, even I have to make concessions when it comes to the rates, but all of my 120 trucks are on the road every day. Indeed, the objective is to expand the fleet by at least 30 combinations this year and by the same number again in 2010. The key to this success? Specialisation. And nothing ventured, nothing gained”.

Van Wijngen doesn't attempt to hide the fact that his ambition goes beyond expanding his fleet to 150 or 180 combinations; he has his eye on three times this number. “That number is necessary to increase my network on schedule”, says the businessman, who has focused completely on transport to and within France. “We concentrate exclusively on transport and don't offer any logistics service, which is labour-intensive, making it expensive. Plus, you have to do what you're good at”.

Lots of driving for very little return

After just half an hour with the Dutch transport operator, you can't help but be impressed by how level-headed and sharp

he is – or by the vitality that he exudes. Van Wijngen started work at sixteen as a customs clerk in the port of Rotterdam. “I ended up in the office, maybe because of my big mouth”, he reminisces. “And since then I've always held management positions, mainly in the transport world. When I reached thirty, I decided to set up my own business in refrigerated transport, and we brought fruit and vegetables from Southern Spain and Italy to the Benelux. We would do a trip like that from Southern Europe in 36 hours; the trucks were covering more than 300,000 kilometres a year, with a double crew of course. I thought I was a good transport operator, but I definitely wasn't a good businessman. It was never-ending,

lots of driving, and the money that I earned went on fines. But that was what you had to do; otherwise the business would have folded. Now it's the supermarkets that are in charge and where most fruit and vegetables are sold, and refrigerated transport is not a speciality any more. In those days you had traders who only handled vegetables or strawberries, for example, and they had to have their goods at the market on time because the earlier the strawberries were at the market, the higher the price”.

More of a businessman

In 1995, Van Wijngen decided to change course drastically and to swap refrigerated transport for covered transport: computers, shop inventories, commodities and whatever else comes up. “The time pressure had to go and I wanted to have money left on the bottom line”, says Van Wijngen. “I had done business in lots of countries and was looking for a way in for our new activities. I decided to focus on Paris; it has 14 million inhabitants and can be reached comfortably from the Netherlands within the Driving Hours Act. I also knew a number of forwarders there, which meant that the five trailers that I started with were quickly filled. One thing followed another. As the saying goes, nothing ventured, nothing gained. At the



Van Wijngen doesn't attempt to hide the fact that his ambition goes beyond expanding his fleet to 150 or 180 combinations; he has his eye on three times this number.

end of the day, I feel more like a businessman than a transport operator as well, always looking for new opportunities and chances. This is how I've seen the company grow from five combinations in 1995 to the 120 that we have now. We don't advertise but we do speak the language of the French; figuratively and literally. The French seek us out as transport operators too; we only employ French drivers, and our fleet is seen throughout the whole of France".

Welfare state

It has been suggested on occasion that French drivers are the most expensive in Europe... "It's definitely true", says Van Wijngen. "France is a real welfare state, and the 35 hour working week, for example, applies to drivers as well. Every five years they also have to take a retraining course so they can keep doing the job. This is something that should be introduced in other countries as well, as it helps keep the quality high. Anyway, I'm very happy with the French drivers; some have worked for us for 10 to 15 years already, and I'm completely satisfied with them. And I want to keep it that way, which is why we offer them the very best. Our tractors, most of which are DAF XF, are fitted with a fridge, cab heater, larger cab, you name it.

Everything is also new; we replace our trucks after 4 or 5 years, so it has 600,000 kilometres at most on the clock".

ITS is unsurpassed

A good price and first-class reliability are – in addition to a high level of driver comfort – the most important purchasing reasons for Van Wijngen. A repair and maintenance contract is agreed for every vehicle so that the final price per kilometre is as secure as possible in advance. "This doesn't just mean security with regard to the price, but also ensures that the vehicles are always in an excellent technical condition", says the Dutch transport operator. "And if there's an unforeseen technical fault on the road, then DAF ITS is always on the scene as quick as a flash. There's no other brand that can beat it. But I have to say that we very rarely

need ITS. The level of reliability of the DAFs is excellent and that is definitely another reason why we will continue to increase the share of DAF trucks in our fleet – currently 50% – in coming years. This year we're adding 15, next year 26".

The ambitions for Van Wijngen Transport are clear: continued growth. "But not at any price", says the director/owner firmly. "The continuity and profitability of the business take priority, but ultimately we will definitely end up with a fleet of around 600 vehicles. Our customer base is still expanding all the time. In France, yes. Whether it makes sense to stay based here in the Netherlands is another matter. Brussels would actually be more efficient as our operations base, and maybe Paris and Lyon".

Martin van Wijngen: "At the end of the day, I feel more like a businessman than a transport operator, always looking for new opportunities and chances. This is how I've seen the company grow from five combinations in 1995 to the 120 that we have now"

Transbritannia opts for DAF Telematics

Information at the touch



The rapid and straightforward exchange of information delivers numerous benefits both within the company and for contact with customers.

The DAFs from Transbritannia Transport GmbH from HÖrsching in Austria (near Linz) have been on the road with DAF Telematics for around a year and a half already. "The system offers transport companies a range of opportunities for optimization", says director Paul Hütter.

Transbritannia Transport GmbH has noticed the benefits of DAF Telematics in many different areas. The shipping company began using the DAF Telematics system in February 2008, and since then drivers of the XF105 cabs and the switchboard are no longer reliant on mobile phones to exchange information. "Our experience so far has been that DAF Telematics is the ideal platform for optimising the efficiency and the return for the fleet", explains director Paul Hütter. The Austrian transport operator can utilise the benefits of DAF Telematics in a number of different ways. The system is not intended solely for internal communication between drivers and the switchboard; it also enables Transbritannia's customers to track their loads online. "As our core activities centre around just-in-time transportation, this allows us to further underline

our high level of quality in the direction of our partners", emphasises Hütter.

Fuel consumption falls

DAF Telematics has also delivered a thing or two when it comes to the classic core figures for a fleet. The average fuel consumption within the fleet, for example, is now significantly less than 30 litres per 100 kilometres. "We now have a precise overview of each truck's consumption and, if necessary, we can speak purposefully to drivers if their diesel consumption figures still leave room for improvement", says the transport operator.

The home base of Transbritannia also utilizes the opportunities for optimization that DAF Telematics provides. Vehicle planning is based on the time data that is

supplied by the system. "We can see at a glance what the situation is with the driving times for our employees, and we can manage our fleet based on this information", reports Paul Hütter. DAF Telematics uses "points of interest" to show the Transbritannia drivers the shortest route to distribution centres or petrol stations abroad. "A very effective support method that also saves time".

Intelligent transport solutions

Paul Hütter's response when you ask him about the possible future prospects that DAF Telematics can offer him is as follows: "These days any transport company can carry loads, but the expertise that can be used to carry out assignments is becoming increasingly important". The need for information is increasing continuously. He also emphasises the growing importance of contact between the driver and the client, so that information can be provided about the "warehouse on wheels". "It is essential that a customer knows where his goods are, particularly if his production is threatened by a late delivery. DAF Telematics means that he can be told in plenty of time exactly when the load will be delivered".

of a button



Transport operator Paul Hütter and his full DAF fleet profit from the advantages offered by DAF Telematics.

Growth in the network

Transbritannia Transport GmbH was founded in 2000 and its core activities have always been focused on transport to and from England. Journeys that follow on from each other allow the clients to benefit from very attractive delivery times. The route from Linz to London is around 1300 kilometres, for example, and this is covered in less than 24 hours. Director Paul Hütter also places great value on (extra) training for his employees. Ongoing training means that customers enjoy the highest level of expertise, whether this relates to transporting large items, goods and parcels or hazardous materials.

Even more opportunities with DAF Telematics

The DAF Telematics System is a data communication system that allows a transport operator to further optimise the management of its fleet and business processes. A new web portal offers even more opportunities for usage and reporting.

The DAF Telematics System consists of a control module that is integrated in the dashboard and an "Internet portal", which provides the connection with the home base. The two are connected via a secure GPRS in order to exchange information. On the home base, the customer can see at a glance where the vehicle is located and how long it will take to reach the next destination.

One of the new functions is "geofencing". This involves sending a report when a truck comes within a previously specified radius of the delivery address, so that the recipient is notified that the load will soon be arriving. The home base can now also put together the most economic route and send it through to the truck. They can also enter their own "points of interest" and enter all the customer details in an address book. Finally, the number of reporting options has also been expanded. Not only does DTS provide a detailed overview of the fuel consumption for a given truck, it can also report on the number of hours that the engine was running while stationary and how frequently the driver braked – all with the aim of optimising efficiency even further.

Even greater efficiency and driver comfort for DAF LF:

“Evolution never stops”



An updated interior ensures even more driver comfort. New pastel shades give the interior even more cachet.

of the 4.5-litre, four-cylinder PACCAR FR engine and the 6.7-litre, six-cylinder PACCAR GR engine has been increased from 1600 to 1800 bar. The engine control system has also been optimised. This, together with the use of redesigned pistons, leads to even better combustion, which in turn results in a continued improvement in fuel efficiency.

The 4.5-litre, four-cylinder PACCAR FR engine is available with outputs of 103 kW/140 hp, 118 kW/160 hp and 136 kW/185 hp. There is also a new top version with 154 kW/210 hp (maximum torque 760 Nm at 1200 to 1800 rpm).

The 6.7-litre, six-cylinder PACCAR GR engine is available with the following outputs: 165 kW/224 hp, 184 kW/250 hp and 210 kW/285 hp. There is also a new version of this engine with 225 kW/300 hp (1100 Nm at 1200 to 1800 rpm), available in the 18-tonne LF55.

DAF is introducing the 2009-edition models of the popular LF distribution truck under the motto “Evolution is never stops”. An updated interior ensures an even higher level of driver comfort, while efficiency is further improved by optimising the driveline and the making new options available.

More ultra-clean EEV models

The PACCAR FR and GR engines make use of an advanced high-pressure fuel injection system for the highest possible efficiency and the lowest possible emission of particulate matter. Neither of the engines requires a soot filter in order to comply with the strict requirement of 0.03 grams per kW/hour (ETC) for Euro 5. Furthermore, all four-cylinder PACCAR FR engines are available in a model that meets the standards of the even lower EEV emission values without a soot filter.

Updated interior

Opting for colours like “pastel yellow”, “roast black” and “dark camel” gives the interior of the DAF LF even more cachet and highlights the inside space even further. The “embossed” upholstery for the new seats not only looks good but is also more comfortable to sit on.

The number of languages in which vehicle and journey information is given on the main dashboard display has been increased to as many as 35. That means extra comfort



The DAF LF is the ideal truck for distribution transport. In order to offer a customised vehicle for every application, it continues to be available in various weight classes and in a wide range of wheel bases and engine outputs. You can make the most of DAF's distribution truck as a rigid vehicle or as a tractor, and you can choose from a day or sleeper cab. The LF45 is available for a total weight of 7.5 to 12 tonnes, while the LF55's 12 to 21-tonne GVWs can handle towable weights of up to 32 tonnes.

New: 210 hp/four-cylinder and 300 hp/six-cylinder

To offer even greater efficiency, the common rail injection system pressure



Increased pressure in the injection system, optimised engine management and new pistons result in even greater fuel efficiency for the 4.5 litre four-cylinder PACCAR FR and 6.7 litre six-cylinder PACCAR GR engines.

for the driver and even greater efficiency for transport operators employing drivers of several nationalities.

All LF models are also fitted as standard with a system that warns the driver if the pressure in one of the tyres is too low. This prevents unnecessary fuel consumption and decreases the chance of a blowout.

New options

Especially for use as refuse collection vehicles or mixers, the models with six

cylinders are available with a new engine PTO with a torque of 400 Nm. In addition, for use in refrigerated and frozen transport, preparation for a refrigeration block generator is available on all six-cylinder LF models. Specifically for fuel transport, a box-shaped exhaust silencer is available as an option. This is mounted on the chassis in such a way that space is created for the installation of the distributor pump and fittings.

Less maintenance

To further increase the efficiency of the LF series, the load-dependent brake regulator will be regulated electronically from now on in order to achieve better distribution of the braking power and to reduce maintenance. From now on, the LF45's axle bearings are



New seats with attractive "embossed" upholstery are even more comfortable.

completely maintenance-free thanks to the use of new gaskets.

With the optimisation and expansion of the engine range, the updated interior design and the availability of new options, the DAF LF continues to lead the field in the distribution segment. The innovations contribute to even greater vehicle efficiency and enhanced driver comfort.

DAF CF and XF105 2009 editions

The 2000-edition models of the CF and XF105 feature an optimised driveline and the availability of Adaptive Cruise Control and Front Collision Warning

The CF and XF105 models are driven by the powerful and efficient 9.2 litre PACCAR PR engines (CF75) and 12.9 litre PACCAR MX engines (CF85 and XF105). Internal engine enhancements in conjunction with further driveline improvements ensure even lower fuel consumption.

In order to customise the driveline even better to the specific use, the range of rear axle ratios has been expanded. Another innovation is the fastest ratio of 2.53:1, which is mainly of interest for low-deck combinations, so that lower engine speeds result in efficient as possible fuel consumption. A 2.80:1 version is also being added to the series. An extremely compact interarder

that responds even faster is yet another new feature.

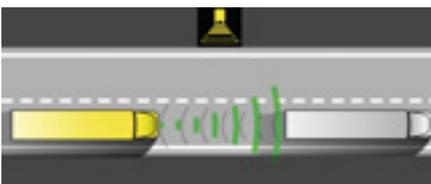
Adaptive Cruise Control

Adaptive Cruise Control (ACC) and Forward Collision Warning (FCW) can be provided for an additional charge. ACC uses a radar system to tell when the preset distance to the

vehicle in front is decreasing. It then automatically adjusts the speed of the vehicle accordingly. Forward Collision Warning warns the driver at speeds above 15 km/h that he needs to act to avoid a collision.

The changes that DAF has introduced on the successful CF and XF105 models mean that the best trucks are now even better. With even greater efficiency for transport operators and even greater comfort for drivers, not to mention even greater safety.

The DAF dealer has an XF105 Safety Demo so he can demonstrate all the features relating to safety and comfort.



Adaptive Cruise Control can tell when the distance to the vehicle in front decreases, and automatically adjusts the vehicle speed.



Six Sigma: Better results through

The principle behind the “Six Sigma” quality programme can be explained in very few words: improve your processes and you will improve your results.

Six Sigma is busy conquering the world and more and more companies, including transport companies, are using it to improve their business activities.

Six Sigma is one of the world's fastest-growing quality improvement programmes. Its origins are with Motorola – the company began the method in 1987 – but it has since been fully incorporated by leading companies including General Electric, Lockheed-Martin, IBM, Amazon.com, Ford Motor Company and PACCAR Six Sigma.

More than a good product

Six Sigma is suitable for any situation, be it improving the quality of care in a hospital or refining processes within a transport company. It shows how good products, processes and services actually are, because quality is much more than a well-manufactured product. Poor quality results in high costs, not only in terms of dissatisfaction on the part of customers, but also where it relates to pure costs due to production loss, waste, scrap and guarantee. For a company that delivers average quality, the total costs that are caused by poor quality can vary from 10 to 30% of turnover. A company that uses Six Sigma, on the other hand, can make considerable savings whilst achieving quality, efficiency and customer satisfaction at the highest level.

Record saving

PACCAR was the first truck manufacturer in the world to implement Six Sigma in 1998. DAF – a PACCAR company – has also fully embedded the quality improvement programme into its business culture. The process improvements that result from using Six Sigma save millions every year: in 2008, 800 projects within DAF resulted in a record saving of € 40 million. Six Sigma plays an essential role within the company in achieving productivity improvements of up to 7% per year.

Variation is the enemy

The most important principle behind Six Sigma is that variation is the enemy. The



method is based on reducing mistakes by lessening and eliminating decentralisation in a process. Six Sigma uses the DMAIC cycle to analyse business processes: Define, Measure, Analyze, Improve, and Control. Everything starts with a clear definition of the problem to be solved. The next step is to identify the most important internal processes that influence this. Which variables have the most influence on the process deviation? The final phase within Six Sigma is intended to maintain the adjusted process at the improved level and is immediately the starting point for further improvement.

99.997% good

Six Sigma is defined literally as a measure of mistakes. For a value of 6σ (sigma), the

number of defects does not exceed 3.4 per million possibilities (99.997% good). At 4σ (the average company scores between 3 and 4σ), the number of defects is 6200 per million possibilities. If the Sigma levels increase, companies will see a fall in costs and production interruptions, an improvement in quality and therefore an increase in customer satisfaction.

Employees themselves

Six Sigma projects are carried out by the people who know most about them: the employees themselves. This involves a structure that comprises a number of levels: Champions, Master Black Belts, Black Belts, Green Belts and Lean Belts. The training for Green and Black Belts pays a lot of attention to statistics to determine where the bottlenecks are. Within DAF, these are primarily used for large projects. A lot of smaller projects don't require statistics, however; simple tools and knowledge of how processes work is frequently enough, particularly when it comes to improving processes by reducing waste. This is the strength of the Lean Belt; their territory is the shop floor. The Lean Belt harvests the “low-hanging fruit” by analysing and improving in-house work processes and, because DAF now has hundreds of Lean Belts, the savings from this kind of smaller project now run into millions.

Costs of Six Sigma

Six Sigma is on the up and up in the business world, including the transport industry; simply because improving quality is one of the most important tools for achieving (even) higher levels of customer satisfaction.

And if there are sceptics who think that Six Sigma costs a lot of money, experience at DAF shows that training requires investment but that 99% of the Six Sigma projects do not require any extra investment.

Six Sigma results	
99.7% good (between 3 and 4 Sigma)	99.997% good (Six Sigma)
Wrist watch	
4 minutes too fast/too slow per day	2.5 seconds too fast/too slow per day
Electricity	
Power failure for 1 day per year	Power failure for 1.5 minutes per year
TV programmes	
½ hour per week off the air	18 seconds per week off the air

ough better processes



Six Sigma is ideal for optimising processes, as here in the DAF truck factory in Eindhoven. Operators on the production line can concentrate fully on assembly, while colleagues are responsible for supplying the right parts at the right time.

Where do I start?

There is no cut-and-dried recipe for introducing Six Sigma into an organisation, but there are still some useful guidelines:

- *Basic condition number 1: courage. Courage to analyse all existing rules and procedures within the organisation critically. Gathering as much information as possible based on facts and figures gives an insight into where there are bottlenecks and where the obstacles to further improvement lie. The starting point must be: "there is always room for more improvement".*
- *Basic condition number 2: 100% commitment from management. This guarantees that projects are always given sufficient priority,*

The above conditions must be met in order for Six Sigma to have the opportunity to succeed and for the organisation to be able to focus on implementing it. Some tips:

- *Specialist consultancy and training offices can provide detailed information on Six Sigma.*
- *Appoint a programme manager for Six Sigma; this can be someone from outside the organisation or a trained in-house employee.*
- *The programme manager then trains employees within the company (with or without collaboration with external parties). Lean Belt training takes priority here, as Lean Belts are in a position to deliver concrete results in the short term ("low-hanging fruit").*
- *Nominate at least one Lean Belt for each department to further improve in-house processes.*

ZOB Busport Hamburg: an airport for buses

“Bus travel needs to ha



A 3400 m² roof made of glass and steel and weighing 1100 tonnes, balanced on 21 slender, 11 metre-high steel beams. A prize-winning design for one of Europe's most attractive bus stations: the Zentral Omnibus Bahnhof (ZOB)

Busport in Hamburg. It is headed by the visionary Wolfgang Marahrens: “Bring more emotion into bus transport, with a “customer chauffeur” at the wheel.

That's the only way it will really work”.

Hamburg's brand new bus station was unveiled in 2003, and after its completion was quickly crowned the most attractive structure in the city. It boasts a central location close to the main station and has 16 covered bus platforms. The large glass roof creates a light and airy environment with a friendly atmosphere. Extensive catering and service provisions and clearly-presented travel information – that is also available online – ensure that drivers and passengers feel comfortable here. People of many different nationalities pass through here: some international scheduled services have destinations deep inside Russia, a journey of at least 60 hours... The total number of travellers each year is around 3.5 million.

Railways

“My background with the railways often gives me a different view of the bus transport “product” to people who have grown up in the industry”, says Marahrens. “The train is linked much more closely with your imagination than the bus. We went by train and we had to go by bus; that says it all, doesn't it? People boast about travelling on the Orient Express or the Trans Siberian Express because the train is sexy, but they are almost apologetic about travelling by bus. Why is this so?”

Emotion

Marahrens continues: “Bus companies need to take more notice of the fact that the most successful products on the market

Wolfgang Marahrens, director of ZOB Busport Hamburg: “Bus companies need to take more notice of the fact that the most successful products on the market are linked to pure emotion, and this is something that the bus doesn't have”.

are linked to pure emotion, and this is something that the bus doesn't have. Many people only get on a bus if there are no other alternatives. As a sector we need to focus more on the travel experience, and this is something customers are also prepared to spend money on. If you have to sit on a bus for ten hours instead of spending two on an aeroplane, then the ten hours do have to be really attractive. The journey needs to be a complete product from A to Z with emotional added value.

Advantages

Marahrens believes that buses and coaches have many benefits. “They are the most environmentally friendly form of transport per person and cost a third of the price of the train. Many travellers are prepared to add a couple of hours onto their journey time for that, but there are virtually no long-distance scheduled bus services. In Western Europe we still have a lot to do with concessions or scheduled service

ve more emotion”



Hamburg's brand new bus station was unveiled in 2003, and after its completion was quickly crowned the most attractive structure in the city. It welcomes around 3.5 million travellers every year.

permits; it's almost impossible to obtain approval for operating a national scheduled bus service. This has a lot to do with the railways, who can find a whole host of reasons to block the permit. This is why here in Germany we only really have old

bus routes to Berlin that were approved just after the war, and here in Hamburg we also have a bus route to Frankfurt. This is a night trip that leaves each evening at 23:00 because the railways simply overlooked it when the application was submitted. That was pure luck”.

There are actually a lot of scheduled bus services from Germany to Eastern Europe. “And that is logical. The bus is relatively cheap and many countries there don't have

good train connections and motorways”, says Marahrens. “Buses are very practical, simply picking their passengers up along the way. It's hard to imagine the distances that the international scheduled buses cover; they very rarely stop and travel at least 800 to 1000 kilometres every day. That's between 250,000 and 350,000 kilometres every year!”

Parking spaces

“We are trying to use the ZOB Busport to provide the passenger, the bus driver and the bus company with the best possible service”, Marahrens says decisively. “We are hiring out our services to third parties. Incidentally, did you know that the most turnover is generated by our car park for private cars? This is also the case for many airports, so this is another way in which we are operating a real “airport for buses” here!”



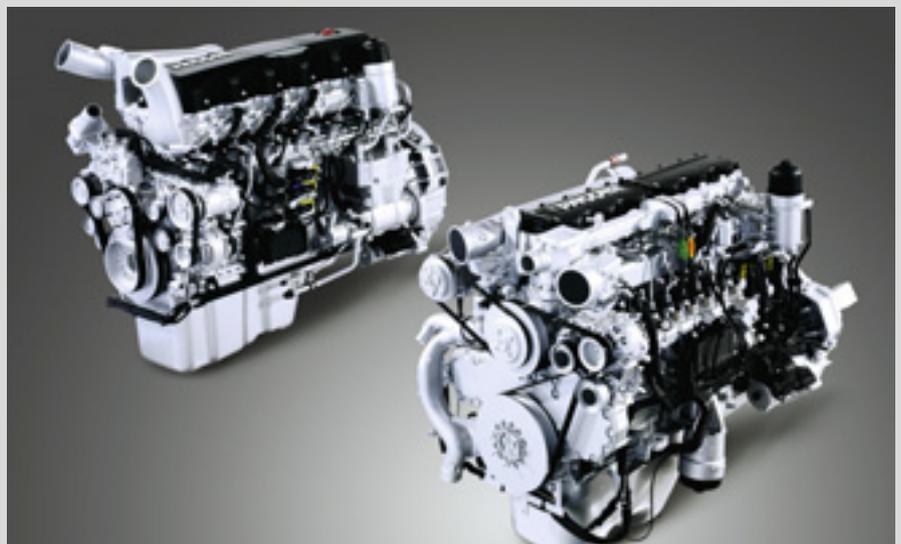
Hongping Yin, Area Manager of DAF Components China (left) and Marcel de Vries, Director of DAF Component Sales, (centre) receive the accolade “Best Engine Producer of the Year 2009” from Xi Lu Ping, Chairman of the Passenger Road Transport Association.

‘Best Engine Producer of the Year 2009’

DAF was named “Best Engine Producer of the Year 2009” during Bus World Asia in Shanghai.

“DAF hasn't just been recognised because of its groundbreaking reliability and durability and the economical fuel consumption of the PACCAR engines”, says panel chair Martial Benoot. “The excellent reputation that DAF enjoys in China also played a key role in our decision to honour DAF”.

DAF has been supplying the leading Chinese bus producers Zhongtong and Higer with engines since 2001. During BusWorld Asia 2009, an order was agreed with Youngman to supply a total of 400 PACCAR PR and MX engines in the next two years. Youngman is the market leader in China in the top segment of the bus and coach market.



The high reliability and durability and the low fuel consumption of the 12.9 litre PACCAR MX and the 9.2 litre PACCAR PR engines earned DAF the title of “Best Engine Producer of the Year 2009”.



PACCAR technology centres

PACCAR has recently opened innovative product and technology centres at its Kenworth, Peterbilt and DAF production facilities. These interactive “showrooms” provide a comprehensive overview of PACCAR’s progressive technological innovations, as well as of the complete range of trucks, engines and services behind the product.

“The new PACCAR technology centres use interactive techniques for product demonstrations and to present the latest electronic innovations in the cab”, says President Jim Cardillo. “Displays from PACCAR Financial, PacLease, PACCAR Parts, PACCAR Winch and Dynacraft illustrate the technologies applied by each division to offer our customers advantages in their operations. These new centres provide a comprehensive insight into PACCAR’s leading position in the field of technology and quality, as well as into PACCAR’s ongoing investments in product and service innovations”.



The largest concrete pump in the world

Associated Concrete Pumping, based in Sacramento (California), has the largest concrete pump in the world. It can reach a height of almost 70 metres and – at a pressure of 85 bar – supply around 200m³ of concrete every hour. The pump has a horizontal range of at least 60 metres.

This impressive Putzmeister M 70-5 is underpinned by a 550 hp, five-axle Kenworth C500 with two steered front axles and three driven rear axles. Power can also be switched to the front axles if necessary.

The complete tractor/semi-trailer combination has ten axles, is around 21 metres long and has a maximum GCW of 80 tonnes. The turning



circle is an outstanding 36 metres. When the retractable pads are positioned and the chassis is unloaded, the tractor and semi-trailer, which are bolted together, act as a counter-weight for the pump. This is made up of five segments that are expanded hydraulically.



Unique Peterbilt in Japan

Takashi Kato has been the proud owner of the only Peterbilt in Japan since 1995. Kato’s Model 377 is actually the only truck built in North America that is legally allowed on the roads in Japan.

Kato has invested more than \$200,000 in “customising” his truck, including unique airbrush drawings of North American history and at least twelve Peterbilt logos. As a member of “Utamarokai”, the largest show truck club in Japan, he visits truck shows throughout the country to collect money for disadvantaged children. After seeing the film “Convoy” as a child, Kato dreamed from a young age of owning a “big rig” one day. When he appears at a show, he always has the music from this film blaring out from at least twelve speakers on the outside of the truck.



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