

CAT MAGAZINE



**Who won
the toughest
competition on Earth**

New trucks bring
more comfort

**Telehandlers
on the farm**

CATERPILLAR®

A firm grip

The Caterpillar Orange Peel Grapples increase your hydraulic excavator's operational productivity. Thanks to a choice of four or five tines, and a range of shell designs, there's a configuration to suit all scrap handling and recycling operations. They're tough, compact and easy to maintain.

Caterpillar Orange Peel Grapples offer better penetration into scrap piles and bulk materials

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Professionals rely on Cat

CATERPILLAR®



DEAR READER,

A truck with a staircase, a telehandler that works on the farm, and some brand new tyres that come with holes drilled in the sides - they're all here in the following pages. And if you think these products are

interesting, just wait until you read about the people behind them. Welcome to this issue of Cat Magazine.

In addition to the usual treasure-trove of earth-moving stories from the Cat community, our lead article on page six takes a look at the Caterpillar Operators Challenge: the toughest competition on Earth. Each year, this unique event continues to surprise and captivate everyone's imagination. Fiercely contested, it brings out the best in people and machines: competitive, professional, and dedicated. But most of all, it brings out the camaraderie and teamwork you expect from Caterpillar operators. Enjoy.

Best regards,

Name of the person
And his/her function

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NEW EXTREME-DUTY SOLID TYRES

Extremely well received: on- and off-road

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PEOPLE

G rard Vittecoq – Caterpillar's Quality Champion

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Above is just a taste of what's in this issue of Cat Magazine – there's plenty more news and views. If you would like to see additional subjects in the next issue contact our publishers on CatMagazine@cat.com.

THE 10,000TH CAT GETS A SILVER SHINE

It's not often you sell your 10,000th excavator, but that's just what Caterpillar dealer Bergerat Monnoyeur in France did recently. And to make it an extra-special occasion, the 20-tonne 320D was given a super silver look and was displayed at the international trade fair 'Intermat' in Paris. It was then delivered to the proud owner, and soon after was busy at work in the company's quarry and aggregates business as shown.



NEW LOOK, COMING SOON



Caterpillar products have long been recognized for their distinctive look, and in the coming year, that look will change. The change is necessary, in part, because over the past few years we have dramatically extended our product line. To ensure we maintain a striking family resemblance across this very broad range we need to alter a few things so they can be applied consistently. One of the most noticeable changes will be the Power Edge™ trade dress - a

simple, angled red stripe on black decals that maintains elements of the previous product identities while allowing for greater flexibility.

HOW BIG IS BAUMA?

Bauma is the world's biggest trade show for the construction industry. And this year it will attract more than 400,000 visitors from nearly 200 countries. It's held in Munich so obviously Caterpillar and our dealer Zeppelin will have one of the biggest stands showing 65 machines. That's pretty big, but to give you a more digestible idea of size, last time visitors to the Caterpillar stand consumed:



38,000 sandwiches
6,850 kilos of meatloaf
179,000 liters of beer
71,000 liters of soft drinks



26,517

THAT'S THE NUMBER OF CAT DEALER EMPLOYEES IN EUROPE
AFRICA AND THE MIDDLE EAST ON BOARD TO SUPPORT YOU.

It's also the number of passengers that would fit on ten AIDA club cruise ships – one of the world's biggest liners. Caterpillar Marine Systems is pleased that these prestige ships will use a Caterpillar MaK M43C engine.



CAT MAGAZINE

WE WANT YOUR OPINION

Tell us what you think of Cat Magazine and get a free Cat screensaver. Just log on to www.cat.com/catmagazine and click your opinion. In less than 5 minutes you can tell us what you like – and what you don't. Then we'll do our best to put your opinions into action.

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EXCAVATORS GET THEIR KICKS ON ROUTE 66



Just like it says in the famous song "Get your kicks on Route 66", three Cat machines recently gave a safe 'kick' to a disused and unsafe storage barn that stood on the side of this historic road. The excavators first held the structure in place while holes were cut from one side. Then they pushed from the opposite side to bring down the wooded-framed structure. What song would you give to your Cat machine? We'd like to know.

WHAT'S IN A DRAWING?

Cat machines are loved across the globe, but even our youngest fans know that it's our professional dealers that help make them so productive. So when an 11-year old Cat fan drew his favourite model he also included the Swiss dealer's flag.



OPERATOR CHALLENGE 2006

Turning up the heat in Malaga



Concentration, patience and frustration are pushed to the limits in the toughest competition on Earth.



In the glorious sunshine of Southern Spain, German TV producer, Daniel Farwick, finishes his interview with: "So, who's going to win?" The Caterpillar steward smiles and replies, "I don't know, it's very close. Anyone of the top 20 could win. It's very exciting." And so begins the final day of Caterpillar's Operator Challenge: the toughest competition on Earth.

Farwick and his film crew are among 30 journalists who have travelled to this unique event. "The TV channel I work for specialises in manly-type stories, and what could be more masculine than these big, powerful machines and the people who operate them?" Other journalists, like Graham Black, Editor of the UK-magazine "Earthmovers" are here specifically to report on the techniques and tactics of the competitors, who represent the very best that Europe and the Middle East have to offer. "Cat machines may be good, but they're only as good as the people behind them," he says.

Thousands of competitors

This is the ninth time that Caterpillar has held this annual event. Earlier in the year Caterpillar dealers in 23 countries organised qualifying competitions. From the thousands who took part, the top 56 won an all-expenses paid trip to the Costa Del Sol in Spain. But while it may have been "sun-sea-and-sand" for many of the wives and girlfriends that accompanied them, the competitors faced a tense and exhausting three-day competition.

Not only were they expected to demonstrate their operating skills in nine different machine categories, they would also be judged on their safety

awareness, speed and accuracy. And all this in machines that were often unfamiliar to them. That's why each test begins with a detailed briefing using video as well as the chance to practise on-site in a duplicate test machine.

Nine categories Nine winners

Large wheel loader

John Janse, the Netherlands

Medium wheel loader

John McCabe, Ireland

Track-type tractor with AccuGrade™

Johan Öhman, Sweden

Backhoe loader

Christophe Gaigeard, France

Mini excavator

Jurgen Noyens, Belgium

Hydraulic excavator with grapple

Peter Van Schaik, the Netherlands

Wheeled excavator

Peter Van Schaik, the Netherlands

Multi terrain loader

Donald Doherty, UK

Articulated truck

Kevin McEntee, Ireland



Turning up the heat in Malaga...



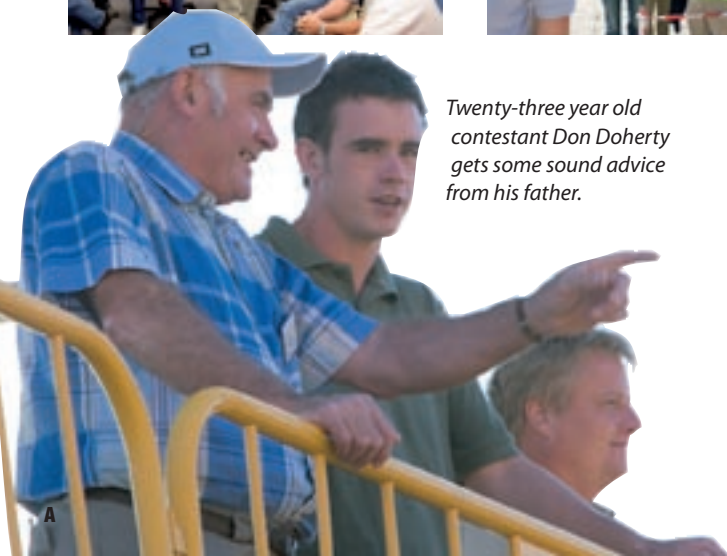
Friendly rivalry

From the very first day, everyone wants to do well. And everyone is focussed on giving his personal best and competing well. But these are Cat people, and just as you would expect, everyone is also eager to help and advise their fellow participants. For example, Don Doherty, is here with his dad from Scotland: "The loading shovel is going to be difficult for me because I haven't used one before. But I've had plenty of tips from the lads, and I should be OK."

Competitor Denis Dal Bianco is here with his brother, Mattio. He says that the multi terrain loader caused him problems – even though he uses one every day back in Italy: "It's the tension," he says. "I put pressure on myself. Even though the coaches and other participants have tried to lighten things up for me, I'm still a bit tense. And my performance shows it." Christer Person from Sweden sums up the feelings of many: "It's been a physical and mental challenge, but it's also been very enjoyable."

Most difficult test?

According to Emmanuel Chatelain, the chief demonstrator who helped devise



Twenty-three year old contestant Don Doherty gets some sound advice from his father.



THE WINNERS

the tests, the D8 dozer is proving the most difficult. "It's because this year we've included GPS," he says. "You don't have to use it, it's optional. But almost everyone does. Experienced dozer operators are finding that it significantly improves their performance. And people who haven't used a dozer before are also finding it helps." So why is it a difficult test? "It's a mental thing. GPS is electronic, something new. You just have to get over that small hurdle and then you find it is very easy to use."

A truly international event

The finalists came from Belgium, Bosnia, Croatia, the Czech Republic, Denmark, France, Germany, Hungary, Ireland, Italy, Mongolia, the Netherlands, Norway, Romania, Russia, Serbia, Slovakia, Slovenia, Sweden, Switzerland, Turkey, the United Arab Emirates and United Kingdom and were selected through hundreds of local events in which thousands of professional operators participated.

And the winner is...

Peter Van Schaik, from the Netherlands. "I'm very, very, happy" says the Dutchman on collecting the winner's

trophy at the special gala evening at the end of the event. And what did the champion think was the most difficult test? "All of them," he says, with his characteristic broad and bright smile. ■



The top six individuals

1. Peter Van Schaik - the Netherlands
2. Per Erik Johansson - Sweden
3. Soren Markussen - Denmark
4. Jurgen Noyens - Belgium
5. Kevin McEntee - Ireland
6. Per Ivar Winsnes - Norway

The top six countries

1. Sweden
2. Belgium
3. The Netherlands
4. Norway
5. Denmark
6. Germany

All in a day's work

The three action-packed days in October were staged in front of TV crews and journalists - to publicise the essential importance of the operators' skills their commitment and their safety awareness. All in a day's work.



The tension, the concentration and the waiting are all over for Peter Van Schaik, after finishing his last test. With a near-perfect round and an extra fast time, he's shown (left) with his dealer-coach, John Wannet, and holding the winner's cup the next evening at the gala dinner.





“I’LL NEVER GO BACK TO TRACTORS!”

“The performance, the turning circle, the manoeuvrability. I was very surprised by the turning circle in particular for such a long machine.”





The versatility, productivity and lifting capability of Caterpillar's TH220B telehandler is proving popular on one of the largest dairy farms in France. Jean-Pierre Drugeon, who runs a co-operative of three farms near Derval, in the Loire Atlantique region, has in the past made do with conventional agricultural tractors equipped with loader arms to carry out lifting duties.

"We thought about telescopic machines for a couple of years," says Jean-Pierre Drugeon. "Before that we have always used tractors, but with three farms now working together we needed more than tractors. We need to be able to lift to a height of 6m, so we decided to invest in a telehandler. Now we would never go back to tractors."

With more than 190ha between the three farms, a mix of cereals, silage and a herd of more than 120 cattle, the farm has a varied workload. Each year it produces more than 60ha of maize, 70ha of wheat and more than 1 million litres of milk.

Thanks to a range of dedicated Caterpillar work tools, specifically designed to complement the performance of the TH220B, the machine is capable of tackling a wide range of operations. This includes loading high-sided trailers with silage, stacking heavy bales of hay on trailers and in barns, and providing feed for the cattle in the cowsheds.

The machine has been supplied by French dealer Bergerat Monnoyeur with a multi-grapple bucket, a bale handling attachment and conventional twin tine forks. Bergerat Monnoyeur,

which has a depot just 50km from the farm, is also responsible for all service and repair work under a three year maintenance contract. "I am very happy with the Caterpillar machine and with the people at Bergerat Monnoyeur," says Jean-Pierre. "The performance, the turning circle, the manoeuvrability. I was very surprised by the turning circle in particular for such a long machine."

The TH220B can turn within a 3.55m radius, thanks to its all-wheel steering capability, making it the ideal machine for operation within the farm's cowsheds and barns, where it is used to deliver feed to the animals and to clean the floors. Excellent visibility all round and minimal overhangs to the rear, give the operator the confidence to realise the machine's full potential in the most confined of spaces. "Also the power and speed of the hydraulics were perfect," says Jean-Pierre.

The TH220B is equipped with a 123hp (92kW) version of Caterpillar's 3054E diesel engine. This high output motor ensures that there is always plenty of power for lifting and handling tasks. The machine has a maximum lift capacity of 3.5 tonnes and a maximum lift height of 6.1m. At that full working height the TH220B can still safely handle a 2.5 tonne load.

This high capacity is particularly useful during the harvest, as the TH220B can lift two giant hay bales at once, either one on top of the other, or side-by-side. Not only has this resulted in a rapid rise in productivity, but unlike the farm's traditional agricultural tractors, the telehandler is capable of

loading the bales three high on the trailer, again increasing production.

The machine is in use up to 10 hours a day, and will easily complete more than 1,000 hours each year. Jean-Pierre therefore intends to replace the TH220B after a three-year period of operation. There is little doubt that when that time comes he will again be contacting Bergerat Monnoyeur to try the latest machines from Cat.

"I am very happy with the Caterpillar," says Jean-Pierre. "I tried machines from other manufacturers, but the best was the Caterpillar." ■

HOW TO ATTRACT SKILLED OPERATORS WITH THE NEW F-SERIES OFF-HIGHWAY TRUCKS

It's a well-known secret: there is a shortage of skilled Off-Highway Trucks operators. And trends suggest that the shortage will get worse. It is so severe in some regions that companies are even training totally new people to become operators. But this can be expensive: not only does it require the trainee's and trainer's time but also the truck's; which is unproductive during that time. And even when you have fully trained people, it's increasingly difficult to keep them.

That's why Caterpillar paid extra-special attention to making its new F-Series as comfortable and as vibration-free as possible. "Of course, the new series has all the reliability and productivity improvements you expect from a new Caterpillar," explains Jason Ramshaw, Caterpillar's OHT product specialist. "But we have really done our very best to make the cab and the ride as comfortable as possible. Many of our customers have told us that this is increasingly a major factor in keeping good people – it's not surprising really, if you like where you work, you're more likely to stay. In addition, when operators are comfortable they remain productive through their entire shift and feel less fatigued...which in turn, leads to higher job satisfaction." Cat Magazine took a closer look:

Step inside

Stepping inside the new cab you immediately notice that it is wider than the E/D-Series and the seat is now in the center, making it easier to get in and out. There is a lot more space (almost 20 percent more), there are more storage facilities,

more luxurious materials, fittings and finishes. In fact, it feels just like the interior of a luxury car. In addition, the trainer seat is now on the left, so the trainer can use the same exit as the operator. You can also fold the trainer's seat completely out of the way for even more space, or use it as a lunch table.

"It's not just the cab that's so comfortable, there are so many other things that make it a dream – for example instead of a ladder, there's a proper staircase to get on and off."

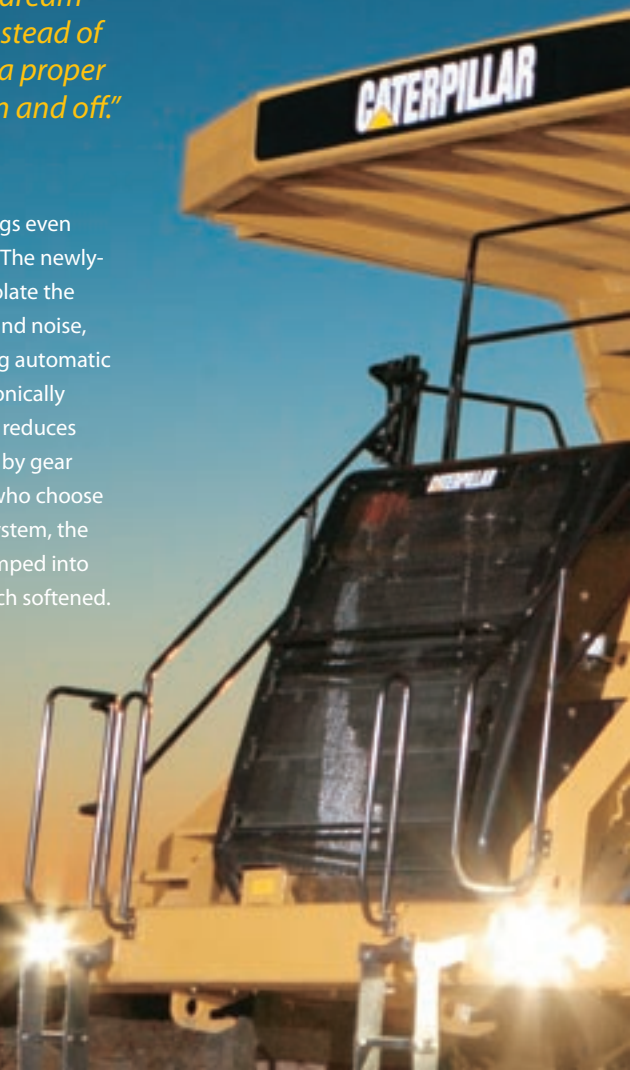
Turn the ignition

Turning the ignition brings even more pleasant surprises. The newly-designed cab mounts isolate the cab, reducing vibration and noise, while a smoother-shifting automatic transmission with Electronically Controlled Power Clutch reduces the jerking often caused by gear changes. And for those who choose the rubber-lined body system, the shock of rocks being dumped into the truck bed is very much softened.

Fingertip control

The strain and effort involved in driving and controlling the truck have also been reduced. The standard Cat Comfort Seat, can be adjusted eight ways, so an operator can reach all of the controls comfortably without stretching or straining. All controls have been located with comfort and ease-of-use in mind. Placing all controls and displays within easy reach and view minimises operator strain over the course of a day. Also, the dump lever has been moved to the immediate right of the shift lever, where it is easier and more comfortable to operate.

Quotes are comments of operator's during field trials.



	773F	775F	777F
Payload class (tonnes)	54.4	63.5	90.9
Body capacity* (m2)	35.6	42.3	60.0
Gross machine weight (kg)	100,698	109,770	163,293
Engine model	Cat C27 ACERT	Cat C27 ACERT	Cat C32 ACERT
Net engine power (kW)	524	552	700
Gross engine power (kW)	552	587	758



* Standard body, heaped SAE 2:1

"It has a real nice ride – helped by putting the seat in the centre and not over the wheel."

Another way the F-Series machines make the operator's job less stressful is by improving visibility. The new F-Series' cab features twice as much glass as previous models, and site

lines have been improved to allow a better view to the front and sides. The mirror system has been upgraded to include heated mirrors that will remain clear in cold, damp conditions and during sudden elevation changes.

Comfort whatever the weather

The F-Series cabs have a significantly more in-cab air conditioning and heating power, so your preferred

working environment is quickly established, and operators work comfortable, more productively.



TWO JOYSTICKS –

Motor graders are considered by many to be the most difficult machines to operate. After years of intense research and testing and development, the new Caterpillar M-Series Motor Graders are now ready to totally redefine 'ease-of-use'. Cat Magazine takes a look at this radical new design.

No levers. No steering wheel. Just two joysticks.

The most striking and immediate thing you notice about the new M-Series is that there are no levers – a typical motor grader has up to 15. A typical motor grader also has a steering wheel. Now all that is gone, replaced by two joysticks; with which you control all motor grader functions including blade position, machine speed and direction.

The result is astonishing! Tests have shown that operator hand and arm movements are reduced by 78 percent, and because the joysticks are specially designed for low-effort operation, you can comfortably do a 10-hour shift, working efficiently throughout the day, and not feel exhausted.

"This is the most significant development in motor graders since Caterpillar launched the G-Series in 1973. And this is definitely

*"I never thought run
could be t*

*"Would I go back t
Absolutely not, I don't s*

"It's incr

a revolution. One that has been led by operators – not engineers," says Pierre-Nicolas Sellenne, Caterpillar's motor grader specialist. "We asked more than 500 customers worldwide what they wanted from their motor graders, and almost unanimously they came back with the answer 'Easier to use, and more visibility' – I think the joysticks achieve both."

Caterpillar is the only global manufacturer that has totally integrated the joystick controls in the design of the machine; this is not an afterthought. The Caterpillar design provides full modulation throughout every function in both joysticks, which means total predictability and precision control in any application.

Rising to the challenge

"Our H-Series Graders have been the most popular motor graders for the last 10 years and we have been very careful throughout the development of the M-Series to ensure we did not jeopardize that. Customer operators (from novice to very experienced) were involved at every stage of the development process. We built several prototypes and after several years of extensive back and forth, getting-it-right testing and evaluation, the 14M is now ready to go into production.

Some of the 500+ customers who helped us create the future of motor graders were present at the official product

The new control layout eliminates the traditional motor grader control levers and steering wheel – this dramatically opens up new lines of sight to the drawbar, circle, and moldboard (DCM) and snow wing area.



Quotes are comments of operator's during field trials.

- ONE BIG REVOLUTION

*...making a motor grader
...this easy."*

*...to the old controls?
...see why anyone would."*

...credible."

introduction in the US. Reactions to the new joystick controls were overwhelmingly positive. The cab and its unmatched visibility was also a great hit among operators", continues Pierre-Nicolas.

Radical improvements throughout

"Of course it's not just the switch from levers and wheel to joysticks that the new M-Series brings," says Pierre-Nicolas. "The M-Series is built around customer needs. That's why, for example, we've made DCM (Drawbar Circle Moldboard) maintenance much easier; adjustments are faster, service times shorter – reducing owning and operating costs.

There is also the new all-wheel-drive system (will be available on 120M-140M-160M) and its exclusive steering compensation: M-series Motor Graders use dedicated left and right pumps, which allow independent control of hydraulic flow to each front wheel hydrostatic motor, this significantly reduces turning radius specially in poor under foot conditions.

Variable horsepower is another area of improvement; it is standard on M-Series Motor Graders and the variable horsepower is now delivered in 5 hp increments in each gear. It makes the powercurve much smoother and provides the required horsepower whether shifting up or down under load.

The M-series motor graders feature electro-hydraulic control valves providing further integration of AccuGrade – a machine control and guidance system that automatically controls the blade when grading – in the standard machine, improving the performance of the system in comparison to after market installations.

In fact there are so many industry-exclusive features incorporated into the M-Series that Caterpillar has applied for over 100 new patents while developing it. All of which gives you some idea of how truly revolutionary this new series is. But again, the key thing is that we did not do these changes for change sake but because customers told us they wanted these changes.

The M-Series Motor Graders is truly a revolution and we really feel it will change the way customers operate motor graders forever", concludes Pierre-Nicolas



The M-Series motor graders represent a revolution in operational efficiency, visibility, service ease and overall productivity.

WHAT'S SO SPECIAL ABOUT ACCUGRADE?

“It tells me everything I need to know: where my blade is, and where it should be. And in three dimensions,” says Eric Durand, one of Caterpillar’s AccuGrade specialists. “Nowadays, it’s so advanced it can even, if required, automatically control the blade.”

Eric is one of a select team of engineers and application specialists set up to provide support to Caterpillar dealers as they assist machine owners and operators with the very latest AccuGrade techniques, product training and advice. Cat Magazine asked the team, what’s so special about AccuGrade?

“AccuGrade is the only control and guidance system that is designed, developed and integrated into the machine at the factory by the machine manufacturer,” Says Marilyn Murphy, team leader. “Other systems are add-on

kits developed by technology companies in the field. AccuGrade is integrated into the machine, and it is fine-tuned to the machine’s performance capabilities and operating characteristics. Which obviously makes it more reliable and optimizes the performance.”

Why is it so beneficial?

AccuGrade eliminates guesswork and enables operators to fine grade and dig trenches with amazing accuracy. And because it makes the whole process quick and simple it also increases productivity drastically, while reducing survey costs up to 90 percent. On top of that it increases material utilization, reduces operating costs, extends the work day and increases safety on the site.

When will AccuGrade come as standard?

“We believe in giving customers choice. Some applications may only require 2D flat-planing, for example. Here laser and sonic systems are perfectly adequate. What’s important for our customers is that all new Caterpillar dozers and Motor Graders are nowadays available shipped from the factory as AccuGrade-ready. It’s a simple plug and play to upgrade. And this year we will make excavators available as AccuGrade-ready also.

How long have these systems been around?

Machine control and guidance products appeared about 25 years ago. At first their laser technologies provided 2D flat-plane grading, and sonic provided blade control to follow a string line, curb or previous pass. But almost, 10 years ago GPS technologies came along

and offered 3D grading for sloping landscapes such as highway construction, complex development sites and golf courses. ATS has been adapted about the same time for machine control when tighter tolerances are required for 3D applications. Today, GPS is widely used on many job sites and is even compulsory for governmental jobs in some regions.

Finally, will AccuGrade ever replace operators?

“No,” certainly not in the near future says Marilyn. “No matter how advanced we make the system, I don’t believe it will ever completely replace operators if for no other reason than site safety. It takes a human being to feel the machine responding. Only he (or she) can feel, for example, if there’s a rock in the way, and then make adjustments accordingly. It certainly makes the operator’s job easier though, and puts the operator in control of more of the work process. And anyway, without an operator a Cat machine wouldn’t have a soul.” ■



AccuGrade enables huge productivity gains, typically increasing the hourly work rate of a machine from 40 minutes to more than 55 minutes per hour.

NEW EXTREME-DUTY SOLID TYRES

Extremely well received: on- and off-road

Not long ago Caterpillar introduced a new solid tyre for skid steer loaders working in severe applications. But unlike ordinary solid tyres, the new tyre could run on off-road (or unimproved) surfaces just as well as on regular surfaces. This was an important breakthrough; since all previous solid tyres had insufficient tread depth to run reliably off-road.

The new Flexport Extreme-Duty Solid Tyres have a 58 percent deeper tread and are 30 percent wider than predecessors. This makes them perfect for both improved and unimproved surfaces, because the deeper tread provides more traction and the greater width more 'floatation' in muddy terrains. What's more, the new Flexport tyres can carry 28 percent more load than ordinary extreme-duty solid tyres. It's been a few months since this new tyre was introduced, so Cat Magazine asked the men in the field how it was doing:



Nikolai Sychev



Sergey Vetrov



Dave Jervis

30 percent savings

"We estimate they've saved us about 30 percent in operating costs. If we didn't have the on- and off-road capability, we would need additional loaders."

Nikolai Sychev, Service Manager of Satori.

They certainly absorb the shocks and bumps

"They may be solid, but they certainly absorb the shocks and bumps well. Both man and machine are grateful."

Sergey Vetrov, Operator at Satori.

Satori is a Russian construction and demolition company that runs five skid steer loaders, four of which have Flexport Extreme-Duty Solid tyres.

Very long lasting

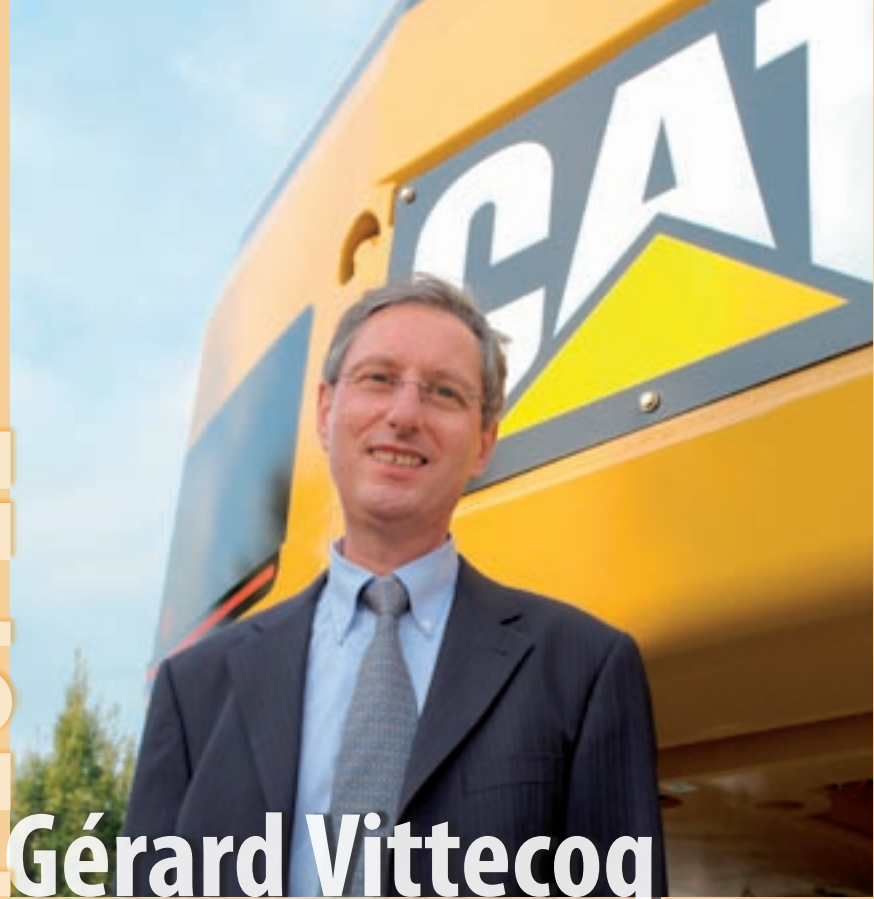
"With all the loose nails and other sharp objects around here, pneumatic tyres were out of the question. We tried foam-filled tyres but they lasted only eight weeks. We've now had our Caterpillar Flexport tyres for more than six months, operating 24/7, and they are still in top condition."

Dave Jervis, Operations Manager at JVC Recycling, an Irish 24-hrs a day waste recycling station, which uses three skid steer loaders, with Extreme Duty Solid Flexport tyres.



WHAT IS FLEXPOR TECHNOLOGY?

Flexport technology refers to the holes in the outer ring of the tyre's side wall. These holes add flexibility and absorb the shocks that ordinary solids pass on to the operator. The result is a softer, more comfortable ride. The operator is less stressed, less fatigued and therefore stays more alert and productive for longer periods.



Gérard Vittecoq

“Product quality can be measured with factual data, but it comes from a mind-set, a belief and a will-to-win that must be alive at all levels.”

Caterpillar’s Quality Champion

Gérard Vittecoq is Group President of Caterpillar with responsibility for the Europe-Africa-Middle East region. He is also Caterpillar’s Quality Champion. Cat Magazine asked him what quality means to Caterpillar and how the company is doing.

What does ‘quality’ mean at Caterpillar?

It means reliability and durability. It means that Cat machines will work for a long time, all the time. And ultimately, it means satisfied customers: with the best products and the best dealer services possible.

How is Caterpillar doing?

We know from customer surveys that our dealer service is highly appreciated by customers – it’s among the very best. As for our products, we also have very high standards. Nowadays, before a new product can be introduced it must perform faultlessly for many hundreds of hours of field trials. If we have any doubts, we postpone introduction.

Are we satisfied with our quality?

We will never be satisfied. If we ever stopped looking for ways of achieving a ‘zero-defect’ record we would lose our leadership position – and rightly so. We have a duty to our customers and our dealers. A duty to continuously improve.

How do we measure quality?

We have many fact-gathering programmes that tell us how Cat machines perform once delivered to a customer. For example, we know about every fault that a dealer has found and fixed – these statistics tell us where improvements are necessary. We also do surveys that measure how satisfied customers are. The most important question here is “Will you buy Caterpillar again?”

Cat employees say they have yellow blood. What does this mean?

Passion. Emotion. Pride. You have yellow blood when you have passion for customers: these are people who are doing a noble and valuable job for the world, our customers are making progress possible. You also have yellow Blood when you are filled with emotion

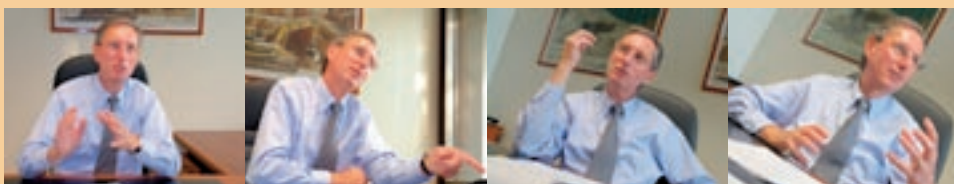
about our products, which are big, bold and powerful. And when you have pride in being part of Caterpillar and its fine history, which we continue to build.

All Caterpillar staff bonuses depend on quality, but how can someone in accounts (for example) improve product, isn’t this unfair?

Absolutely not – you cannot have a quality end-product if the company accounts are in a mess, or if your workplace is dirty, for example. All aspects of a company impact on product quality. But more than that, quality is a mind-set: an attitude of only the best will do. And as with all group attitudes, everyone contributes. That’s why everyone should be rewarded for improvements. Fortunately, almost everyone I know at Caterpillar has that can-do, will-to-win attitude. Everyone has a rigorous discipline and a healthy respect for colleagues, dealers and customers.

Finally, why were you appointed Quality Champion?

Because I volunteered. I wanted the job. Nothing is more crucial to customer satisfaction. ■





CAT FLASHBACK

Pushing and compacting rubbish has always been necessary to make the most out of valuable land-fill sites. As shown above, with this 1931 Cat dozer. Photography courtesy Caterpillar Inc. Corporate Archives.

Other notable events of 1931

The earliest horror classic is released. This Dracula film is the first official and one of the most famous versions of the story.



The Empire State Building in New York City is finished. This Art Deco style building is the tallest building in New York City.



Ernst Ruska invented the electron microscope which is one of the major scientific advances of the 20th century to study metals, viruses and molecules.



1931

Move more Burn 5%^o less

We've designed the new **Cat® H-Series Wheel Loaders** to give you reduced owning and operating costs and increase your productivity. In recent tests*, H-Series loaders were **up to 5%** more fuel efficient than the previous model, due to a combination of the new Stage IIIA-compliant ACERT™ engine and a new hydraulics system generating **up to 20%** increased lift force. You can also expect **up to 40%** reduction in fuel consumption when idling.



* Tests made in Europe and USA
with 966H and 972H models.

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