

# CAT MAGAZINE



**Radioactive desert  
becomes oasis**

How to move  
**7 million tonnes**  
in 6 weeks

**New track type  
loader all-rounder**

**CATERPILLAR®**

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**DEAR READER,**

Welcome to this latest issue of Cat Magazine: the only journal dedicated to reporting on the latest productivity and durability improvements in Caterpillar® machines.

The following pages take a look at the new D-Series track type loaders; the new highly versatile H-Series wheel loader; and the Caterpillar line-up of mini excavators. In addition, we report on how Cat® owners and operators are helping to realise the motto of "making progress possible". Read about the ambitious ten-year land renovation project in Germany, and the massive seven million tonne site preparation job in the Czech Republic.

These and other stories capture the can-do, will-do spirit of the Caterpillar community. I hope you enjoy.

Best regards,

**Paolo Fellin**  
Vice President  
Caterpillar



**7 MILLION TONNES IN 6 MONTHS**

A truly massive project

**IF THIS MACHINE WAS A SPORTSMAN**

It would be a decathlete

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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](mailto:CatMagazine@cat.com).**



# CAT in brief

## CAT in brief

### THE WORLD: IN PROGRESS

If you travel to China you'll see a series of Caterpillar billboards and magazine advertisements in major cities including Beijing and Shanghai. These advertisements use the headline *The World: In Progress* and speak about the company's pride in helping China's tremendous infrastructure growth. The campaign has helped strengthen customer and employee loyalty. Many people have even written to tell how much pride they have in being part of 'Team Caterpillar'.

*This advertisement celebrates how Cat machines are helping to build schools. And once complete, how Cat generators provide the electricity.*



# 23

## CAT number

Is the number of languages in which Cat Magazine is published. Across the European, African and Middle Eastern regions people are reading about Cat machines and Cat dealers.



### Faster, smoother, safer

The legendary Monza Racetrack in Italy recently got a new milled surface – thanks to contractor Betonvilla SpA, and the new Cat PM-200 cold planer. First reports from race drivers and riders described it as 'smoother, faster, safer'. The PM-200 milled a 3000-meter portion of the circuit to a precise depth of 4 cm, and a width of 5.5 m. The total area of milled material for the project came to 16500 square meters – or 1585 tonnes.



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# CAT MAGAZINE

## "It's a great read"

Earlier this year we asked you to tell us what you thought about Cat Magazine... and the reply that came back was loud and clear: "It's great," said most of the people who replied. Almost everyone who took part in the survey thought that Cat Magazine was very useful for his or her work. Which made everyone on the Cat Magazine team even more determined to do their best in future issues.

## CUSTOMER GALLERY

You can be in this space – send us your photo with your Cat machine, and tell us what you like about it.



## Productivity doubled fuel consumption halved With AccuGrade™

It's official - field tests show 100 percent productivity increase, and 43 percent fuel savings when you use AccuGrade. In the tests, two identical roads were built in Spain, one using stakes on the ground and one using AccuGrade. The roads were 80 meters long and included cuts and fills, curves, elevation changes and super elevations.

"Comparisons are usually very difficult to do in a real-life situation, because each job is different," said Marilyn Murphy, Caterpillar's manager for productivity solutions. "But in our study we had control: the roads were built in the same area close together and used the same materials. The same machine models and the same operators were used and it all took place in the same weather conditions. The only difference was AccuGrade."

For more info [www.Cat.com/news](http://www.Cat.com/news)

# EUROPE'S TALLEST



With a three-part, telescopic boom and a total reach of 62 metres, Europe's tallest demolition machine recently went into action. It was commissioned by the Dutch demolition company Beelen Sloopwerken, and is based on a Cat 385C Ultra High Demolition machine, which has a reach of 39.5 metres. The Cat dealer in the Netherlands, Pon, put together the remarkable specifications and worked with specialist suppliers and partners to make this longer construction possible. A normal Cat 385C UHD weighs almost 100 tonnes – but with the especially long boom this giant weighs more than 150 tonnes.





# 7 MILLION TONNES IN 6 MONTHS

**It's not easy making a living in today's construction business. Good operators are increasingly difficult to find. Taxes and insurance premiums seem always to be on the rise. And investors want jobs done quicker and cheaper. On top of that, if deadlines are missed the constructor pays penalties. So when Petr Brezina was told that he had to wait six weeks before he could start a massive site preparation job (but still had to finish on time) he did what most people in the construction industry would do: he rescheduled his men and machines, waited until he could start, and then simply got on with the job - 24 hrs a day, seven days a week.**

“Originally, what would normally have taken nine months had to be done in seven,” says Brezina the co-owner of the Czech construction company APB Plzen. “But then, due to delays in planning permission we had another six weeks slashed off our time. Fortunately, thanks to the efforts of my team and help from my Caterpillar dealer, Phoenix Zeppelin, we are now halfway through the project and on schedule to finish in time. But not without a few unexpected surprises.”

More ►





### **Extreme, muddy conditions**

The plan was to do the bulk of the work during the winter months, when the ground would be frozen and the clay would be solid for the articulated trucks to drive over. But winter didn't arrive. Only torrential rain came – the whole site became a 200-hectare (two million square meters) mud bath.

Removing the 650,000 cubic meters of topsoil in November went according to plan. This was distributed to farms up to 15 km away. Then they hit the clay, which instantly turned to mud with the rain and the pounding of 60 earthmoving machines. "Often the articulated trucks would get stuck in the mud, and needed a push from a D11 track-type tractor," says Brezina. "This was obviously slowing up productivity. But our Caterpillar dealer reacted quickly and provided new articulated trucks with more power. This did the trick." In addition, Phoenix Zeppelin built a special service workshop and provided five on-site mechanics. Caterpillar also deployed specialist articulated truck instructors from its Malaga Demonstration and Learning Centre to provide additional operator training. All in all it was a true team effort.

### **A truly massive project**

The site spans 200 hectares, the highest point of which was 16 meters higher than the lowest. The entire site had to be levelled and compacted. Special floodlighting enabled a 24-hour operation, and more than 500 tonnes of lime and 50,000 litres of fuel was used every day. Also more than 1,000 trees had to be removed and replanted. Throughout the six-month project more than 300 men worked day and night. About 180 during the day and 130 at night, all doing a 12-hour shift.

The APB construction company rented a 12-storey block of flats to house the workforce, which came from the company's other jobsites spread across the Czech Republic. Most people worked eight days on, six days off.

### **Home to Hyundai**

The site will eventually become a brand new car manufacturing plant for Hyundai. The Korean car company chose this site in the Czech Republic because it was close to Poland, which

could supply most of the 3,000 people the factory will need. It's also the ideal location because its sister company, Kia Motors, has a factory just across the border and can therefore share parts and raw materials shipping and logistics systems. The new car factory is expected to go into full car production in 2009.

### **How did APB win the contract?**

"We won the contract because we proved we were more flexible than the large multinational contractors," says Brezina. "Like most jobs, I work closely with my managers on site. So when the investor needs to discuss proposed changes we can immediately discuss, make agreements, and plan the work. We also had the capacity to handle the job, without having to rely on sub-contractors. That meant we could more accurately guarantee deadlines."

Brezina also said that having so many Cat machines in his fleet provided extra confidence for the Hyundai team and helped tip the balance in his favour. "My Cat machines have helped me win many projects. And with the support from Phoenix I can always give clear and fair time and cost estimates."

One example of APB's flexibility was the emergency building of a 2km road: the Hyundai President was due to attend a foundation-laying ceremony to mark the start of building construction. He was going to travel to the isolated location by helicopter, but just two days before the ceremony, APB were told he was coming by car. With no roads to the job site, that could have caused a problem. Not with APB, they simply built a new road, the day before the President came.

### **Caterpillar comfort and productivity preferred**

At the start of the project APB used a mix of Cat articulated trucks and non-Caterpillar trucks. But from the first days, it was clear to the operators that Caterpillar articulated trucks were much smoother to ride. It was also clear to APB, the operators using the Cat machines were consistent in their cycle times throughout the twelve hours shift. That's when APB decided to use 100% Cat articulated trucks, keeping all operators fresher and more alert with a more comfortable cab and better suspension system.

Also, the Cat machines proved more productive thanks to the exhaust circulation system that heats the truck body, and enables all of the earth to slip out during dumping.

"It's not often you get a project as big as this," says Jiri Petr from Phoenix Zeppelin. "In fact you could say it's a once-in-a-lifetime opportunity. That's why we are very proud to work with APB, most of its fleet is made up of Caterpillar machines, and we very proud that it's all on schedule." ■





*"It's important that articulated trucks are comfortable, only then can my operators stay fresh and give their best. That's why we decided to go over to 100 percent cat ADTs."*

*Petr Brezina,  
co-owner of APB Plzen*



*Unlike other makes of articulated trucks, the Cat cabin has the instructor's seat by the side of the operator - for better, faster training.*

New Caterpillar machines bought for the job:

- Articulated Dump Trucks - 15
- 325D medium excavators - 10
- D8 track type tractors - 3
- 345 material handlers - 4
- 365 large excavator - 1
- M318 material handler - 1
- D11 track-type tractor - 1
- 160M motor grader - 1
- Paver - 1

All Caterpillar machines were equipped with GPS systems.

# IF THIS MACHINE WAS A SPORTSMAN

**“Using one machine for several tasks significantly lowers owning and operating costs. That’s why the new Cat® 953D and 963D track-type loaders perform an extremely wide variety of tasks - from excavating and loading trucks to clearing, ripping, material handling, and more. And you can be certain they will get the job done in even the most demanding weather and underfoot conditions.”**



That’s how Philippe Christen, track loader specialist, described the two new Caterpillar D-Series track type loaders when they were unveiled at bauma: the world’s biggest construction equipment exhibition. During the seven-day event, the world’s press enjoyed a power-packed show of strength and versatility and took note of the new machine’s impressive list of new features and functionalities.

#### **More power**

The new 953D has more than 15 percent more power than its predecessor: the highly popular C-Series. While the 963D has almost 20 percent more power. Moreover, these new models deliver constant net power. “This means that there is no loss of lifting or pushing power when the cooling fan kicks in, for example,” says Philippe.

#### **More versatility**

Track loaders have always been versatile, but this ability is taken to a new, higher level with the addition of the electro-hydraulic implement controls. These allow you to precisely control the bucket

and arms using thumbwheels on the joysticks. In addition, the wide range of work tools further enhances versatility.

#### **Faster cycle times**

Thanks to position-sensing cylinders, you can pre-set the start and finish of a cycle. The advanced automatic features then ensure the most efficient travel path: starting, accelerating and stopping smoothly. The standard programmable automatic kick-outs provide flexibility and productivity for precise load and dump target heights - tilt and lift kickouts are set by positioning the bucket or work tool and setting the rocker switch.

#### **More comfort – more productivity**

The new cab is designed to ensure that the operator is comfortable throughout his shift, staying alert and productive. The cab features a new gauge cluster, a full air-suspension seat, new seat-mounted controls, and an automatic air climate control. And thanks to the new layout you get excellent, unobstructed views of the bucket, tracks and ripper.

#### **Easier servicing – to ensure longer machine life**

All the daily maintenance points are now located in the right side of the machine, and all the filters are reachable without tipping. Our standard heavy-duty, latched, swing-out grill reduces downtime, cost for cleaning, and inspection of the cooling package. You can even service the hydraulic system and the drive train in the field, by tilting the cab using the optional manual hydraulic pump.

In addition to all of the above, the world’s press at bauma saw the improved cab access, the new man-machine interface, and the new SystemOne™ undercarriage with SystemOne warrantee.

Also available show were the special seals, guards and attachments that make it suitable for extremely dusty environments such as in waste handling and demolition jobs. ■

# IT WOULD BE A DECATHLETE

## THE NEW D-SERIES TRACK LOADER, IT'S AN

- 1 EXCAVATOR
- 2 BACKFILLER
- 3 TRUCK LOADER
- 4 CLEARER
- 5 RIPPER
- 6 GRADER (ROUGH AND FINE)
- 7 LOADER AND CARRIER
- 8 MATERIAL HANDLER
- 9 DEMOLISHER
- 10 TRACTION STRENGTHENER

It's not as fast as a wheel loader, and not as strong as a track type tractor, and it can't reach as far as an excavator – but it can do all of their jobs, and it can do them all by itself. It's one machine for ten activities. And just like a decathlete at the Olympics, it's good at all ten events - perfect for anyone needing a genuine all-rounder.



Thanks to the hydrostatic powertrain, the power turns using both tracks provide excellent manoeuvrability even on soft ground.



The new large window provides excellent views of bucket, tracks and ripper.



The tiltable cab gives easy access to the drive train and makes maintenance and repairs easier.



# FROM DESOLATION TO



*Over a period of ten years, Caterpillar trucks transport more than 120 million cubic metres of mining waste. And to build on the environment spirit, special bio-diesel fuel is used.*

## *Rewind to 1990*

We are just west of Ronneburg, a small town in East Germany. The landscape is deserted. The air is thick with radioactive dust. Poisonous fumes hang over disused mine shafts. The soil is barren. There is no life.

This is the result of 40 years of intensive open-cast mining for uranium ore. But it's not all bad news. Soon the German government will devise an ambitious plan to renovate the area. The goal is to gather, transport and bury tens of millions of cubic metres of radioactive waste, and then to relandscape the area back to its original natural glory. It is seen as one of the greatest land reclamation challenges ever. It also

has immense political significance: if mistakes are made radioactive dust could fly east, north, south and west – all over Europe. The government of the newly reunited Germany takes no chances. It gives the project Number One top priority and starts the search for top-quality partners.

Zeppelin, the local Caterpillar dealer, is chosen. It offers more than 40 years experience in earthmoving – it knows how to help plan such a massive project; what type of machines will be needed; how to keep them up and running; and what operator training will be necessary. It also has the capacity

to reliably supply this immense quantity of products and services.

In the years that follow Wismut (the government-sponsored organisation in charge of the project) takes delivery of 46 heavy construction Cat machines from Zeppelin, all with full-service contracts to ensure the important work is not unnecessarily interrupted. In addition, Zeppelin develops with Caterpillar a special cab filtration system to ensure operator safety.



# FLOWERING OASIS



## *Now fast-forward to 2007*

More than 120 million cubic metres have been transported by Cat machines – filling up the disused and dangerous mine shafts. The area has been relandscaped. Plants and wildlife have returned. It's such a success that the area hosts the national German Horticultural Show, BUGA, in 2007. ■

## SUSTAINABILITY

The Wismut land reclamation project is a powerful example of how Caterpillar machines help realise the concept of sustainable development, which is: "to meet the needs of the present without compromising the ability of future generations to meet their own needs."

In addition to this type of work, Caterpillar is proud to continuously create new solutions to lower emissions, use energy and fuels more efficiently, and operate with less environmental impact. That's why over the past ten years Caterpillar has spent more than US\$ 10 billion developing cleaner products such as ACERT™ Technology, which dramatically reduces diesel engine emissions.





# MINI EXCAVATORS SMALL SPACE, BIG SOLUTION

Almost everyone who lives in a town or city has seen a mini excavator. They are probably the most visible of all earthmovers - often working on the sides of suburban roads. They are also the most ancient type of earthmover, as old as the Egyptian pyramids: primitive small wooden excavators were at work dredging the Nile during the time of the Pharaohs, though their lifting force came from pulleys and muscle rather than diesel and hydraulics. Nowadays mini excavators are used in all types of construction work including levelling and backfilling as well as grading and hammering. That's why Caterpillar offers ten different types. Each one is designed to answer a different set of needs and provide a tailor-made set of customer solutions, while at the same time providing a versatility that makes them a favourite in today's demanding construction business.

## **One to two tonnes**

The 301.6C, 301.8C and 302.5C models are ideal for the occasional mini excavator user and are very popular in the rental market. Here, the 301.6C and 301.8C are less than a meter wide so you can easily get them through doorways and into gardens or buildings. The 301.8C comes with a variable-width undercarriage, so you can get it to where you need it and then extend the track width for better stability and more lifting force. Especially useful for the less experienced operator or for working on a slope.

## **Two to six tonnes**

These more powerful machines (303C CR, 303.5C CR, 304C CR and 305C CR) are ideal for owner operators who work on longer-term projects and use the machine daily, mainly in a dedicated application. As you would expect for a machine that an operator may sit in for eight to ten hours a day, there are a few more optional comfort extras such as air-suspension seats and air conditioning. The quick coupler option helps optimise this category of machine productivity.

## **Six to ten tonnes**

The 307C (fixed or swing boom) and the 308C CR (fixed boom) are the heavyweights in the mini class. These can handle most jobs on construction sites and are powerful enough for demolition sites. As with all the two to five tonne models, the 308C CR incorporates the compact radius design, making it easier to operate in confined areas.

## **Take your pick**

This 2007 line-up of ten models is Caterpillar's most comprehensive in the company's history. In addition to the choice of ten main models there is also many optional extras and a choice of configurations. Without doubt this range is a powerful expression of how these small machines today provide big versatility. ■





## Meet the new H-Series wheel loader IT'S A FORKLIFT TRUCK, SNOWPLOUGH, MATERIAL HANDLER, AND MORE

Caterpillar's latest mid-sized wheel loader is designed to use almost any quick-coupled worktool in existence – thanks to the choice of either horizontal- or vertical-lock quick couplers. What's more, it can also do parallel lifting: ideal for pallet stacking. Add to that its long reach, high tilting force, improved stability, and improved visibility and you can see why the new Caterpillar IT62H wheel loader has earned its reputation as a true multi-purpose weight lifter with genuine superior versatility. Cat Magazine takes a quick look at this highly versatile new machine.

**More utilisation** – There will always be something for it to do: it can use almost any quick-coupled work tool. And thanks to the smooth hydraulics and 'fine modulation mode' operators can easily change from one task to the next, and the next, and the next.

**More productivity** – The new machine has a heavier (+27 percent) counterweight than the previous IT62G II. Making it easier to use, more stable, more comfortable, and therefore more productive. It also comes with:

- Parallel lift capability
- Higher tilting force at full lift for forestry application
- In-cab programmable kick-outs
- Speedy tool changes

- Most tools can be changed without the operator leaving the cab
- Tools requiring hydraulics changed quickly with no-spill quick disconnects
- More in-cab comfort, so drivers stay fresher, longer

**Increased visibility** – Thanks to rerouted hoses and side-positioned tilt cylinders.

**Easier operation** – The smooth hydraulics and 'fine modulation' makes it easier to accurately control work tools.

**Less fuel** – Up to five percent less fuel consumption thanks to the load-sensing hydraulics and the ACERT technology engine.

**Easier daily servicing** – Centralised ground level service centre puts everything within easy reach.

**Proven reliability** – Although the IT62H is new it's based on the 962H wheel loader, and retains most of the proven components and subsystems. Also, to comply with the latest emission directives, it uses an ACERT technology engine – also proven in tens of thousands of highway trucks. ■

**Highly versatile** – During field trials, one customer used it as a snowplough in the morning and then hooked up a 10m<sup>3</sup> bucket to move wood shavings in the afternoon.

**Excellent visibility** – Unlike other loaders the tilt cylinder is not in the line of sight. Instead, tilt cylinders are on each side of the linkage. Also the hydraulic hoses are rerouted out of line of sight.

**Parallel lift** – Thanks to the 8-bar linkage (instead of two), the new IT62H is ideal for pallet stacking.



# A warm welcome at minus 30°C

## Norwegian gravel business switches to Caterpillar

Normally, the Norwegian firm Ramlo Sandtak buys a well-known Scandinavian brand of wheel loader – of which it has fourteen. But last year the company decided to put a Cat machine to the test and it bought a Caterpillar 966H. From the moment it arrived it was given a very warm welcome, which was particularly useful in a land that can experience freezing temperatures of 30°C below zero.

“We decided to try a Cat machine, because everyone at Pon Norway, the Cat dealer, was very helpful,” says Tore Ramlo, the company’s executive director. “We have been purchasing another brand of wheel loader for the past 15 years. But the team at Pon convinced us to try the new H-Series wheel loader. I was happily surprised at how little diesel the machine consumes.”

### Maximum uptime

Pon Norway helped put the machine specification together to precisely answer the company’s needs – which calls for shifting 600,000 tonnes of sand, gravel, and aggregate each year. In addition, the dealer drew up a tailor-made Customer Service Agreement, taking care of service and maintenance schedules and helping to ensure maximum uptime. “Machine reliability is especially

crucial to us,” says Tore. “We supply the two of the major concrete plants in the region, where production deadlines and quality expectations are very high. To keep these customers we need reliable equipment.”

The switch from the company’s familiar brand of wheel loaders to Caterpillar was critical considering the tight deadlines and severe weather conditions. But as Tore explained, “We are very pleased with the Cat machine.”

### What do the operators say?

All the operators like the Caterpillar 966H, which runs at 3200 hours a year with two to three shifts feeding the crusher. “Compared to other machines I’ve driven, it is very comfortable,” says Steiner Renaa, machine operator. “The seat-mounted controls are great and the

hydraulics are very powerful. The transmission is also excellent and the shifts are very smooth. Overall it’s a well-balanced machine.” ■

**“To keep our customers happy we need reliable equipment – equipment that can handle severe weather conditions.”**

*Tore Ramlo, executive director*

**“Compared to other machines I’ve driven, it is very comfortable, the seat-mounted controls are great and the hydraulics are very powerful.”**

*Steiner Renaa, machine operator*



# Why do genuine Caterpillar parts last longer?



**Caterpillar understands that it must do everything possible to maximise service intervals and minimise downtime. Only when Cat machines remain productive, will customers remain loyal to Caterpillar. That's why genuine Caterpillar spare parts are designed to last longer than other suppliers of spares.**

## **But why do they last longer?**

Only best-in-class materials are used. The steel, the rubber, the alloys and all the other materials are all specially selected, treated and tested to ensure they are perfect for the job. The resulting spare part may cost more than non-Caterpillar spares, but it will last longer – and is therefore less expensive per hour of machine use.

## **The perfect match**

Genuine Caterpillar spares are also the perfect match for the application, because only Caterpillar engineers know exactly how each spare part must perform. Only they know the exact stresses it must withstand and the exact tolerances it must have. With that knowledge Caterpillar engineers create parts that match perfectly with the rest of the machine, ensuring it works as part of an integrated solution.

## **Why does Caterpillar go to such efforts?**

It is all part of Caterpillar's business goal, which is simply: *'to help customers be more profitable'*. If customers do this better with a Cat machine they will stay loyal to Caterpillar. That's why the company makes sure that its parts are more reliable and are longer lasting. This way they enable the machine to work at optimum productivity and profitability. Caterpillar's success depends on its customers being successful – so it does everything possible to make sure they are.

## **EXAMPLE**

Both bearings fit into a Cat machine.  
Both fulfil the Industry Standard: MU1308.  
However, the Cat bearing (on the right) has:

- A stronger cage design, for greater reliability
- Special roller profile, for longer life and a higher speed
- Special surface finishes, for longer life, higher speed.
- Proprietary heat treatment to ensure maximum wear life without brittleness
- Unique cage design to accommodate high loads and misalignment in specific drive train applications

On average most of the bearings in a Cat machine have specifications that are higher than the industry standard recommendation.

## **WHY INSIST ON GENUINE CAT SPARES**

- 1. Best value** Best-in-class materials and treatment mean they last longer and are therefore cheaper per hour of machine use.
- 2. More profit** Genuine Cat parts help maximise machine uptime and productivity: rigorous manufacturing procedures make them more reliable.
- 3. Lower operating cost** With more reliability (fewer unscheduled maintenance breaks) and more longevity (fewer scheduled maintenance), the machine costs less to run.
- 4. More safety** When you buy a part that is made specifically for the job, it's more likely to perform without failure.
- 5. Higher resale value** When a Cat machine is maintained by a certified Caterpillar dealer, using Caterpillar parts, it remains 100% Caterpillar. New owners know what they are getting and are prepared to pay the value.



# Nicole Ghosn

## Watching over your new machine

**Nicole Ghosn is one of nine machine order correspondents at the Caterpillar Europe, Africa, Middle East headquarters in Switzerland. Part of her job is to help ensure new machines are built and shipped according to the dealers' request. But as Cat Magazine discovered, it's not just about paperwork, it also takes people-skills and networking.**

### How do you 'watch over' new machines?

Well, as you may know, every Cat machine is unique, with its own set of specifications such as bucket size, tyre type and engine capacity. These specifications are defined by the customer, with advice from the dealer, and sent to the factory. But if the customer changes his mind, and if he is in time, he can request a different specification – or a different shipping destination, that's where I come in.

I get involved if the dealer is unsure about how to process his changes or if a transaction is covered by special financing: I prepare the relevant documents for the bank and help ensure it all goes through smoothly. Overall I am the dealers' main contact from the moment the order is submitted until the machine is delivered.

### Can you make changes at any time?

No. You cannot change specifications once the machine has started to be

assembled. And we ask dealers to avoid shipping instruction changes at the last minute to avoid shipment delays.

### What do you like best about your job?

It's the people. Definitely. I've made hundreds of contacts with people from Caterpillar dealerships and factories all over the world – I've made some great friends. But unlike regular friends, I've never met most of them. You could call them my 'tele-friends'.

### What's been the biggest change in the past 20 years?

Communications technology. Everything is so much faster nowadays. When I started at Caterpillar we used typewriters and telex machines. But now we have PCs, and email. And everyone in the field has a mobile phone, so almost anyone is contactable instantly.

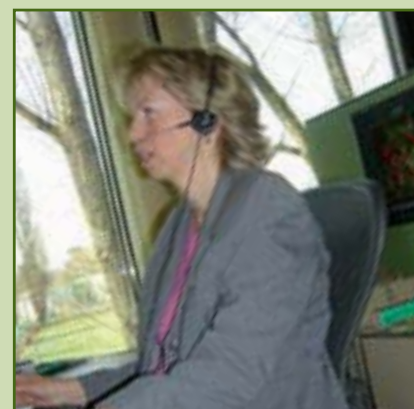
*"After 20 years of talking to colleagues on the phone, I've made some really great friends – but unfortunately I haven't had the chance to meet them all."*

### Have you ever driven a Cat Machine?

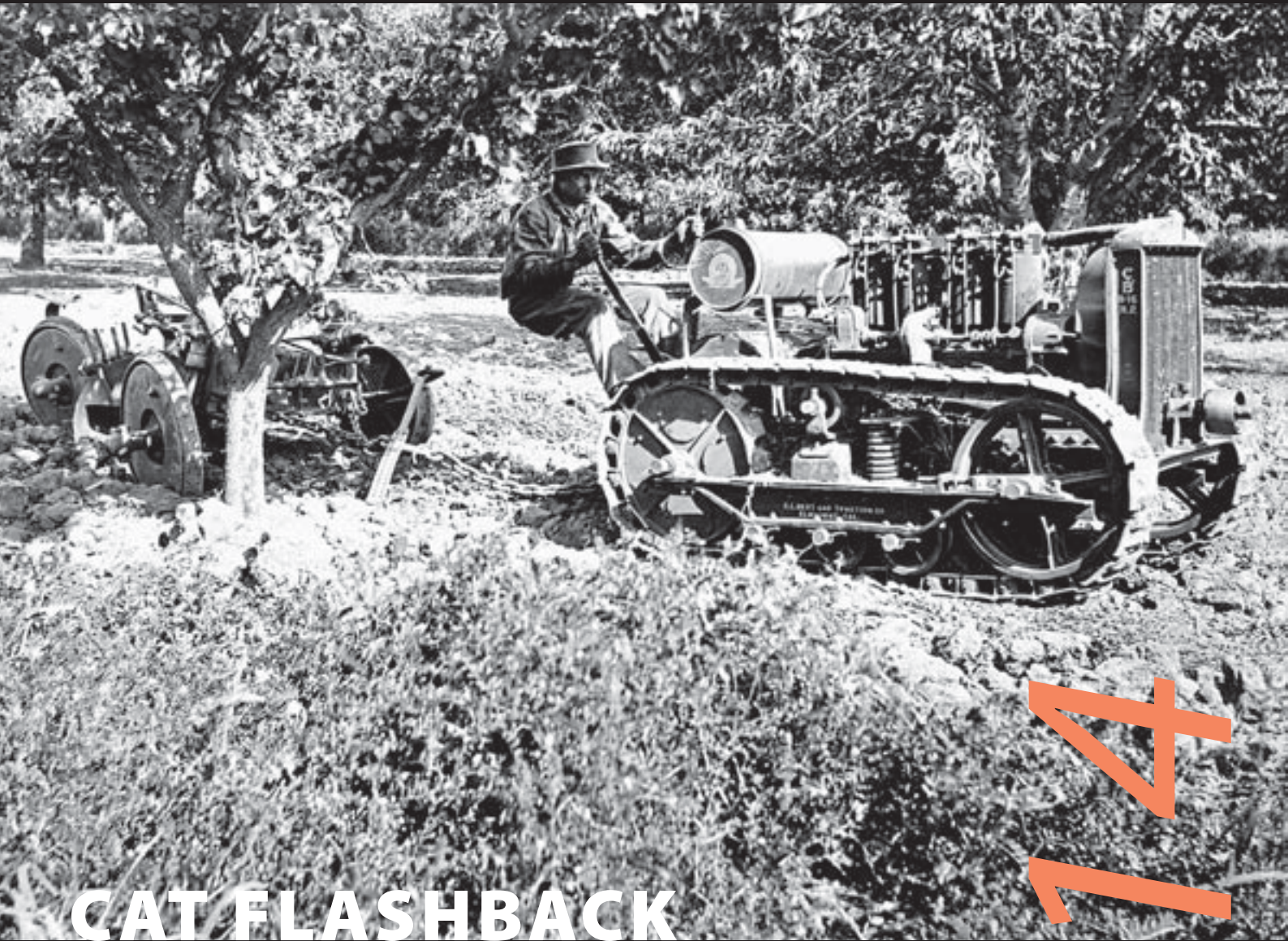
Yes, it was great - a huge off-highway truck at the Caterpillar demonstration centre in Spain. It was such a big and powerful machine, and so high off the ground it was really a breathtaking experience. I thought it was quite easy to drive it, but I have been told that, surprisingly, it's the smaller machines that are the most difficult to operate.

### Finally, if you were President of the World for a day, what would you do?

I'd give everyone the day off and tell them to enjoy life! ■







## CAT FLASHBACK

A 1914 'Muley': one of the first all-track machines. The one above was manufactured by the C.L. Best Tractor Co., the owner of which went on to become the first chairman of Caterpillar when it was formed in 1925. These first all-track machines were referred to by customers as "Muleys" because of their official name "Pony Tracklayer". (Photo courtesy of Caterpillar Inc. Corporate Archives)

### Other notable events of 1914

First non-direct blood transfusion by the Belgian doctor Albert Hustin.



The first appearance of Charlie Chaplin's 'Tramp' character – loved by hundreds of millions as the underdog who usually won the girl.



The eight-sided stop sign is invented, nowadays used throughout the world. The shape tells drivers coming from the other way that oncoming drivers must stop.



1914



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