

Fiat Chrysler Lightweighting Works By What's Not There

Fiat Chrysler is exploring an innovative way to poke holes in conventional vehicle engineering.

Weight reduction, a key contributor to improved fuel economy, can be achieved by using less material, said Fiat Chrysler spokesman Eric Mayne. The challenge is determining which components can withstand weight reduction – and by how much – while still satisfying customer expectations for vehicle durability and performance.

Fiat Chrysler engineers have

developed multiple algorithms to quickly and precisely determine the optimal size and shape of "lightening holes." The new process is one of 24 topics company engineers discussed during WCX 2017, the SAE's annual international gathering at Cobo Center last week, Mayne said.

"Such exchange is vital to the industry's continuing mission of developing vehicles that deliver greater and greater efficiency," said Bob Lee, head of Powertrain

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Chevrolet and baseball have returned to downtown Detroit this spring.

Chevy Steps Up to Plate at Comerica Park

It's spring and that means baseball and Chevrolet are returning to Comerica Park.

They are celebrating Opening Day of the Major League Baseball (MLB) season by placing this year's showcase vehicles a top the fountain at Comerica Park, said GM spokeswoman Afaf Farah. A new 2018 Equinox and a 2018 Silverado 2500HD will sit high above the Chevrolet Foun-

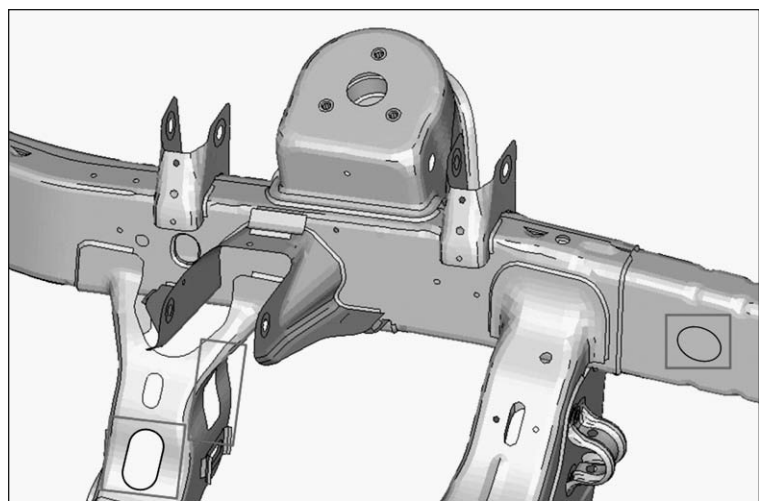
tain behind center field for the coming baseball season.

"Chevrolet is proud to help kick off the 2017 MLB season by continuing the tradition of showcasing our vehicles in the center field fountain at the home of the Detroit Tigers," said Paul Edwards, U.S. vice president, Chevrolet Marketing. "This year, we have chosen to display the all-new Equinox and the HD Sil-

verado because they are among the most versatile, durable and capable vehicles in the Chevrolet lineup and we know that they are tough enough to withstand the unpredictable Michigan weather."

Chevrolet has sponsored the fountain, which features an array of water displays and the sound

CONTINUED ON PAGE 2



Chrysler lightweights by removing mass wherever that is feasible.



Jim Holland

Ford Adopting New Methods For Innovation

by Jim Stickford

It's been said that Ford has better ideas. But how the company generates its ideas has changed in the past few years. Just ask Jim Holland, vice president, Components and Systems Engineering at Ford.

"I'd say the biggest change over the past few years are the key trends that affect the auto industry," Holland said. "When we talk about trends that affect Ford we talk about the emergence of more megacities. The increase of the middle class around the world. That means more cars and more pollution, so we are asking how do these trends affect the kinds of vehicles we will build. From there we move to more typical trends like lightweighting and autonomous technology."

These influences, Holland said, are accelerating. Also, the

Developing Innovative Strategies Key to Auto Success

by Jim Stickford

The auto industry is changing and it's innovate or die. And that was one of the major topics of discussion at 2017 Society of Automotive Engineers (SAE) World Congress held in Cobo Center last week.

At a panel discussion titled "Establishing a Culture of Innovation" experts from several large auto companies and auto suppliers talked about new processes of innovation.

The panel was chaired by Paul Mascarenas, a special venture partner at Fontinalis Partners. The panelists were Jim Holland, vice president, Vehicle Component and Systems Engineering for Ford; Lisa Bahash, senior vice president, Automotive and Transportation at Jabil Engineering Solutions; Viv Goldstein, director of Innovation Acceleration at GE; Mike Weinert, vice presi-

dent of Advanced Technology & Engineering for Deere and Company; and Swamy Kotagiri, president of Manga Electronics, and executive vice-president and chief technology officer for Magna International.

Mascarenas started off the discussion by asking the question what exactly is a corporate culture of innovation. Goldstein said that at GE it's about creating things that are both new and valuable. That requires a corporate culture dedicated to supporting innovation. And that isn't easy.

"You can't say to people now you can wear jeans, be more innovative," Goldstein said. "To drive innovation we look at two things, mind set and the mechanics."

Mind set deals with how they bring together people in an environment that is creative and where it's safe to fail. Mechanics deals with the process of turning

new ideas in viable commercial products. GE is still a business, Goldstein said.

Kotagiri agreed with Goldstein that letting people know it's OK to fail is important. But it's also important to fail fast and cheap.

"You have to be able to move fast when an idea works," Kotagiri said. "We create islands of innovation within the large corporate structure. And when a creative idea is being brought to fruition, we provide the people with the help they need. That could be legal, or financial or logistical."

Holland said that experimentation is important. And so is being able to move an idea through the development cycle quickly. That's not always easy at Ford.

Mascarenas said it's important not to have one group that's considered the innovators and another group that just slogs through doing their jobs. How

does a company be inclusive in generation new ideas.

Bahash said that's an interesting area of conversation because she's seen a lot of situations where R&D have come up with ideas where they then have to try to sell those ideas to the corporate suits.

She said it's important to think about what is driving change within the industry and develop products along that line. What a company wants to avoid is trying to adapt products to a changing markets. That can be hard when a company has financial requirements – coming up with something new while still meeting the current needs of clients.

Weinert said it all comes down to leadership. The bosses need to understand that innovation requires risk and people that will put themselves out there.

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Mascarenas, Bahash, Goldstein, Weinert, Holland and Kotagiri talk about developing innovative corporate cultures at an SAE panel discussion.

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Comerica Park See Chevy At the Plate

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of a tiger growling after each Detroit home run, for the last eight seasons, Farah said. The brand displays vehicles from its lineup each year.

"We greatly value our partnership with Chevrolet," said Tigers Vice President of Corporate Partnerships, Steve Harms. "The Chevrolet Fountain is a symbol of our community, and a representation of its hard working people."

"The Chevrolet Fountain is an iconic focal point within Comerica Park, and is truly one of the most unique branding locations of any ballpark in Major League Baseball."

Farah said that this is just one of the things Chevy does to support baseball.

In addition to its long-running Tigers sponsorship, Chevrolet is also the Official Vehicle of Major League Baseball and the Official Automotive Sponsor of the PLAY BALL initiative.

Seating Foundation of Automobile Design

When people think about what they want in their cars, nice seats tend not to be the first thing they think of, but when a seat is uncomfortable, people really notice.

Bonny Thomas is a seat comfort engineer for Fiat Chrysler and she spoke about the importance of car seats at last week's 2017 Society of Automotive Engineers (SAE) World Congress at Cobo Center.

"Cars today have all kinds of technology that do all sort of things, but at the end of the day they still have to have comfortable seats," Thomas said. "Don't think for a second that the OEMs take seats for granted. They have invested time and money and energy making sure that our seats have a broad appeal to people with a variety of different body types."

Thomas said that in the 1950s even the front seats of vehicles were bench seats. Now they are always bucket seats. Another change from the 1950s is the shape of the average American.

"Body shapes have changed in the past few decades," Thomas said. "In the 1980s we took a lot of data about body shapes, and even since then body shapes have changed. That data doesn't reflect how people are right now. Keeping up with that is a challenge."

Another challenge OEMs face, Thomas said, is what people expect from seats. The standard of comfort people demand from even the less expensive vehicles is much higher than in the past. So cost becomes a factor.

While seat adjustment technology has come a long way, OEMs have to be careful that they don't make systems too complicated.

"You want to be able to finely tailor to an individual's personal preferences," Thomas said. "But



Bonny Thomas



Jennifer Badgley

if you make a system too complicated, people will just quit in frustration because there are so many buttons and switches they will have to use. When that happens, nobody wins. Not the customer and not the OEM."

Seat technology has gone from the electric in the 1990s to the electronic today, Thomas said. And that creates its own problems. This technology has a physical presence that has to be taken into account. A seat has to fit properly into a car, and the seat technology has to properly fit into the seat.

That requires great effort on the part of both seat designers and seat engineers.

And, Thomas said, there are changes in consumer preferences. In the past, softer seats were more popular, but it seems that consumers are now preferring stiffer seats.

But with the addition of better engineering and new technology, OEMs have been able to expand the range of adjustments possible for a seat and thus more people can enjoy the comfort.

"As late as the 1970s, women and shorter men used to have to put a pillow behind their backs

so that they could reach a car's pedals," Thomas said. "That's changed."

Jennifer Badgley, a comfort release engineer who works out of the GM Tech Center, spoke on the same panel as Thomas. She said that seat engineers must also work with body engineers and designers because of outside factors.

"Lightweighting is very important," Badgley said. "One of the ways to make a vehicle lighter is to make it narrower, thus reducing the overall size of the vehicle. That means seats have to be smaller at a time when people aren't getting less wide."

Part of Badgley's job is to work with vehicle designers in the early design process of new models to make sure that the seats fit the vehicle. And part of that job means finding out what kind of niche the vehicle is aimed at. A Cadillac has different requirements than a Cruze.

"When talking about seats, you're talking about design, engineering and marketing," Badgley said. "When people don't like a seat they will use every line available on a survey form to let you know."

Opel Sale to PSA Raises Issues on Future Layoffs

by DAVID RISING
Associated Press

BERLIN (AP) — Germany's economy minister and other officials met April 5 with the head of automaker PSA Group and union representatives to go over details of the French company's acquisition of General Motors' European brand Adam Opel AG, with both sides saying the talks had been "constructive."

GM sold its Opel and Vauxhall brands to PSA in March for roughly \$2.33 billion, making the French company, which makes Peugeot and Citroen cars, Europe's No. 2 automaker after VW.

Opel employs 19,000 people in Germany out of a total workforce of 38,000, and the sale has raised concerns about job losses, especially in an election year. Vauxhall, the British brand, employs 4,500 people at two plants.

Executives have insisted that no layoffs are foreseen, though analysts have said they're inevitable over the long term.

PSA Group CEO Carlos Tavares has said there are ways to contain factory costs other than cutting workers, and that the company would focus on logistics, quality, energy, maintenance and security.

In a joint statement issued after the meeting, Economy Minister Brigitte Zypries said Tavares had reaffirmed PSA's commitment to respect existing labor agreements and that meeting participants agreed that the sale "can offer significant advantages to both" PSA and Opel/Vauxhall.

Zypries said Germany would continue to provide "constructive support" to the merging of PSA and Opel/Vauxhall at both a federal and state level.

TARDEC Working on New Ways to Test Technology

AM General and the U.S. Tank Automotive Research Development and Engineering Center (TARDEC) have entered into a new partnership to develop and demonstrate an autonomous driving vehicle that may revolutionize how soldiers, sailors, airmen and Marines, along with equipment and supplies, are transported inside U.S. military facilities, said AM General spokesman Jeff Adams.

Under the Applied Robotics for Installations and Base Operations initiative (ARIBO), AM General and TARDEC are currently developing an autonomous vehicle, with demonstrations expected to begin this Spring at the U.S. Military Academy, West Point, Adams said.

The ARIBO program allows current civilian robotics technology to be examined in vehicles in a semi-controlled environment such as military bases like West Point which have restricted roads, predefined routes and restrictive operations for favorable conditions.

The program's aim is to advance the state of military robotics while simultaneously addressing U.S. military base needs by creating reliable military robotic technology and reducing operational and personnel costs, Adams said.

"The American-made AM General vehicle is ideally suited for this initiative which will demonstrate the ability to augment the Academy's existing transportation system, which consists of a 24/7 shuttle service transporting cadets and other military personnel to/or from the Academy hospital," said AM General Executive Vice President, Kevin Rahrig.

"Imagine what having a fully autonomous wheelchair accessible vehicle would mean to individuals with disabilities. This partnership with the Army could be the first step in transforming transportation for millions of people."

During testing, the autonomous program at West Point will examine:

- Vehicle safety, performance and reliability;
- Acceptance of robotic technologies by government users and non-users;
- Time and money savings;
- Energy efficiency;
- Navigation and mapping ability.

"The West Point demonstration uses AM General's vehicle to not only demonstrate an autonomy kit, but to highlight the idea of robotics for military and civilian use," said Alex Jimenez, project leader for TARDEC's ARIBO program.

"The best robotic systems in the world will not find traction until users are comfortable with the systems. West Point is a prime location to address the acceptance aspect of robotics by having future Army leaders see and experience these robotics first hand."

TARDEC's mission is to develop, integrate and sustain the right technology solutions for all manned and unmanned Department of Defense (DoD) ground systems and combat support systems to improve Current Force effectiveness and provide superior capabilities for the Future Force.

It is based at the Detroit Arsenal facility located in Warren.

The director of TARDEC is Paul D. Rogers.

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l-r, Jim Danahy, GM director Engineering - Chassis; Guttilla; Multimatic CEO Peter Czapka; and Kiefer.

Ford Looks for New Ways When Innovating Ideas

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development of different technologies in different industries not normally associated with the car industry are driving changes in the auto industry as well. Things like smart phone tech.

"We have smart everything now," Holland said. "There is the Internet of Things that connect vehicles to other vehicles and infrastructure. We need to recognize that we have to change how we come up with ideas if we want to stay on top of the industry. That's why it was so good of us to visit a General Electric innovation facility in Palo Alto, Calif. We saw how they operated and how they developed ideas."

One of the things Holland saw was an openness and willingness to share ideas between people and between departments. Ford looked at these procedures and decided that just because they weren't developed at Ford didn't mean they shouldn't be adopted.

"That is a big change," Holland said. "We learned a lot from what we saw at Palo Alto. Ford CEO Mark Fields said the auto industry always has been an innovative industry, but we have to realize that we have to innovate even faster."

One way Ford has improved, Holland said, is a willingness to look outward by working with its supply base.

And the company is more connected with its customers thanks to modern communications technology. It's not about asking what they want, it's about observing what they do.

"We look at their 'pain' points," Holland said. "That's a phrase we use to determine what they touch and where they put their stuff. We are looking hard to find the right balance between having enough features for people and making sure that they have ease of use."

In today's world car market innovation also includes paying attention to different markets around the world. In China that means paying attention to how the back seat of a vehicle is designed. Many Chinese car owners have drivers and spend a great deal of time in the back seat. And developing new ideas has required Ford to invest in new buildings.

"Most of our Dearborn campus was built 60 years ago," Holland said. "First off, the buildings need to be updated with new technology and just be repaired. But the way people worked in the 1950s is different than they way people work today. But getting rid of cubicles and shutting people off from each and constructing buildings where it's easy to collaborate and get together to work on problems, innovation becomes easier."

GM Celebrates its Top Suppliers

General Motors recognized 118 of its best global suppliers during its 25th annual Supplier of the Year awards ceremony on March 31 in Orlando, Fla.

GM recognized more suppliers this year than in any year since the first Supplier of the Year event, said GM spokesman Nick Richards.

Automotive suppliers from 15 countries received GM's Supplier of the Year award for going above and beyond GM's requirements, providing customers with the most innovative technologies and the industry's highest-quality vehicles.

More than half of the suppliers were repeat winners from 2015, including global filter supplier Mann-Hummel, which received the exclusive Silver Anniversary Award for consistent performance. It has been named a Supplier of the Year 22 times in the program's 25-year history, Richards said.

"We have the privilege to work with and recognize the industry's most capable suppliers," said Steve Kiefer, GM vice president, Global Purchasing and Supply Chain. "Through their valued partnership, we will continue to deliver the products, services and experiences our customers deserve."

In addition to naming its top suppliers, GM recognized AGM Automotive, LLC; Comau, LLC; LG Chem; LG Electronics, Inc.; Magna Exteriors; Means Industries; Multimatic; and Sam Shin Chemical Co. with the Innovation Award for the following reasons:

- AGM Automotive, LLC of Troy - implementing a hands-free liftgate with integrated logo lamp, featured on the 2018 Chevrolet Traverse.

- Comau, LLC - creating a flexible robotic body assembly framing system for Pre-Production Operations, improving future vehicle launch quality.

- LG Chem and LG Electronics, Inc. - integrating a 60-kWh lithium-ion battery pack in the award-winning Chevrolet Bolt EV.

- Magna Exteriors - developing a multiaxial laser cutting and welding process on painted thermoplastic, enabling lighter weight design of the 2017 Chevrolet Camaro ZL1 fascia.

- Means Industries of Saginaw - creating a selectable one-way clutch, resulting in more efficient packaging of the new Hydra-Matic nine-speed front-wheel-drive transmission.

- Multimatic has its U.S. sales and engineering headquarters are in Southfield - enhancing the DSSV position sensitive spool valve damping technology for the first-ever application in an off-road truck, in the Chevrolet Colorado ZR2.

- Sam Shin Chemical Co. - developing an innovative material layering process with its 3-D fantastic grille on the Chevrolet Bolt EV.

Michael Guttilla, global vice president of sales for Multimatic, said this has been one of the most rewarding projects Multimatic has done with GM because of the collaborative nature of the work, from purchasing through engineering.

"It required us to break down barriers and work together in a new way, which made it very easy to bring our best technology to the table," Guttilla said. "It started with an idea from GM engineers - take Multimatic Formula One suspension technology and apply it to an 'off-roadable'

performance pickup truck. In this case the Chevy Colorado ZR2. When this truck hits the market, it's going to absolutely be a killer in the segment."

GM also honored three companies - Aisin AW Co., Ltd.; ConForm; and Kautex - with its Overdrive Award. The award, first given in 2012, recognizes supply partners for extraordinary leadership in cultural change and commitment initiatives that drive exceptional business results for GM.

The Supplier of the Year Overdrive and Innovation award winners were chosen by a global team of GM purchasing, engineering, quality, manufacturing, and logistics executives, Richards said.

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Critics Heap Praise on the 2017 Pacifica

2017 is proving to be a good year for the new Chrysler Pacifica minivan.

On April 5, the new 2017 Chrysler Pacifica was named the 2017 Crossover-SUV of the Year by the Rocky Mountain Automotive Press (RMAP).

On April 6, 2017 Chrysler Pacifica was named the best minivan of 2017 by the *New York Daily News* Autos team in the newspaper's second annual Auto Awards.

A panel of eight automotive journalists with more than 100 years of collective experience evaluating new vehicles selected this year's *Daily News* award winners, said Fiat Chrysler spokeswoman Angela Bianchi. The panel of jurors was given a single, overarching directive: within each category, rank the vehicles in the order that you would recommend them to your family members, friends and co-workers.

"In each category, these awards reflect the best choices for consumers based on practical considerations and our experience driving them," said Christian Wardlaw, *New York Daily News* Autos editor. "People buy vehicles for different reasons, and we adjust our criteria accordingly depending upon the vehicle category and what car buyers may prioritize in each of them. The goal is to provide people with smart, practical, enjoyable, and emotionally appealing choices across a broad spectrum of vehicles while rewarding automakers for value, innovation, design and dynamism."

For the award, RMAP members were tasked with choosing from dozens of excellent vehicles that were new or significantly new this year Bianchi said.

These vehicles were voted upon by a nominating committee,



2017 Chrysler Pacifica

consisting entirely of RMAP journalists, to narrow the list of Crossover-SUV nominees to three.

The RMAP membership at large – all automotive journalists in the Rocky Mountain region, including Arizona, Colorado, Idaho, Kansas, Nebraska, Utah, Wyoming, Montana and more – were then asked to choose which crossover-SUV best matched the Rocky Mountain lifestyle.

"There's no doubt about the strength of the crossover seg-

ment in the Rocky Mountain region," said RMAP President David Muramoto. "And while the 2017 Chrysler Pacifica is not a 'conventional' crossover, it impressed RMAP voters with its ability to deliver innovative features to customers in that particular market segment. My review of the sleek Pacifica revealed it drove more like a car, with good power and fuel efficiency. Chrysler does minivans well, and the Pacifica is yet another leap forward."

Detroit Renovation Project Begins

DETROIT (AP) – More than 100 vacant houses in Detroit are expected to be rehabbed as part of the city's efforts to improve neighborhoods.

Mayor Mike Duggan's office says Wednesday that \$4 million is being invested by several foundations through the Strategic Neighborhood Fund.

The two-year project in the west side Fitzgerald Neighborhood is expected to start this spring.

In addition to rehabilitating

115 houses, a two-acre park will be created and 192 vacant lots will get landscaping.

The City Council could vote March 4 to transfer parcels from the Land Bank Authority to the project's developers and the city.

The city says another \$5 million investment for commercial development also is planned for the area.

More than 60 houses in the neighborhood already have been demolished as part of Detroit's blight removal program.



Tracy Pope raising money for the United Way at Warren Stamping.

Warren Stamping Employee Helping The United Way

Sometimes raising money for the United Way is a piece of cake. Just ask the members of UAW Local 869's Community Service Committee.

Tracy Pope and her colleagues on the community committee recently raised about \$350 for the United Way by holding a bake sale.

"Our committee holds different events throughout the year to raise money for different worthy causes," Pope said. "The latest bake sale held in March raised money for the United Way. We also raise money to fight lupus and help adopted families. It's something we like to do."

Pope said she's been working at Warren Stamping for 15 years and has served as a volunteer on the community committee from the very start of her tenure at the plant.

"When I came here I said I'd volunteer on the committee,"

Pope said. "You have to be elected to serve on the committee, and I've been re-elected to serve since then. But I also want to say that all of the people who serve on the community committee really help out."

Pope said the community raises money by setting up tables and selling her co-workers baked goods. They also seek out donations. This is different from the past, when they sometimes went on the floor and solicited funds from people working the production line.

"We can't do that anymore," Pope said. "Things get really hectic on the floor, the people can't be distracted from their jobs."

Pope said credit also goes to fellow community committee members Pamela Moore, Tonya Williamson, Tiffany Mason, Latonda Winston, Sequoia Barney and Leta Pollard for their hard work.



A 1969 Dodge Hemi Coronet RT from the Lingenfelter collection.

New Lingenfelter Collection Viewing Raising Money for Cancer Charity

The Lingenfelter Car Collection will be available for viewing by the public on Saturday, April 29, as part of an effort to raise money for the American Cancer Society.

The Lingenfelter Collection is considered one of the top-rated car collections in the world, said Lingenfelter spokeswoman Chris Morrisoe.

"The unique vehicles will be available for viewing as money and awareness is raised to support the programs of the American Cancer Society (ACS) during this open house," Morrisoe said. "Guests attending the open

house will be able to support the ACS by making monetary donations at the door. In addition, Ken Lingenfelter will be signing a limited edition event poster. There will be door prizes awarded as well as refreshments available as our guests browse the 40,000 square foot showroom. All the money raised at the open house will be donated to the ACS."

The open house begins at 10 a.m. and goes until 5 p.m., Morrisoe said. It will be held at the Lingenfelter facility located at 7819 Lochlin Drive in Brighton.

To learn more about the show, go to lingenfeltercollection.com.



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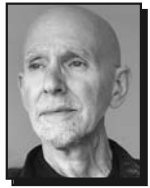
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True Diversity Helps Create Innovation

CONTINUED FROM PAGE 1

"If you want innovation, leadership must own it," Weinert said.

Holland agreed, saying it starts at the top but everyone needs to feel that it's OK to innovate, "not just the cool kids."

Goldstein also agreed, saying that in order to create an inclusive culture where everyone is involved from the top down to the bottom up.

"That can be uncomfortable for leaders," Goldstein said. "We get to where we are because we know the answers to questions. Now we must be the people asking the questions. What do our customers need? At GE we have a lot of great technology and it's easy to put that technology first and not ask what do our customers need."

Bahash said it's also important to understand that innovation requires a practical side to things.

"It's great to be fast in terms of coming up with new ideas," Bahash said. "But You also need people who know how to execute, who know how to commercialize ideas."

Kotagiri said innovation doesn't always have to be a huge new idea. Sometimes small improvements really pay off. Holland said management needs to get out of the "not invented here" mind set. Leadership must be receptive to outside ideas.

"The ability to outsource and the ability to open source innovation is important," Goldstein said. "And that can be very difficult for management. Let me give you an example. In one of our jet engines we have a bracket that was designed by a teenager. He had no aeronautics experience but he had an idea. And it was this lack of experience that allowed him to think outside the

box and look at a problem in a new way."

When the question of the pace of innovation came up, Bahash said regulations can often be a catalyst for innovation. New requirements in terms of mileage and emissions have forced companies to come up with creative solutions. The result of regulations has been great improvements to the internal combustion engine.

"If you want innovation, leadership must own it."

- Mike Weinert, Deere and Co.

Kotogiri said that the democratization of information, the ability of technology to disperse ideas to a wide variety of people is something that's only happened in the past few years. But this has had a huge impact on development of new ideas.

Goldstein agreed, saying that start-ups use this new technology to their advantage. They are nimble and they are focused. They have limited resources, so they work hard to get value for every dollar spent.

"A few years ago when start-ups began nipping at our heels, we started looking at how they operate," Goldstein said. "One thing we saw was that they weren't afraid to fail and when they failed they failed fast and cheap. We larger organizations have much to learn from that mindset."

Bahash said companies have

also be willing to disrupt their own business - come up with a new idea that will replace the old way of doing things.

Weinert said it's also important to have a timeline. Discipline is still important. A company has to have its ideas worked out before implementation.

"Making it up as you go along gets to be very expensive," Weinert said. "So we look at improving programs on a smaller basis before we start. It's all about speed. You want to stay fast, but also stay small. When you look at India and China, they can move very quickly because they have small groups dedicated to making improvements."

Goldstein agreed, saying GE has found it best to have small teams dedicated to one task. They have focus. When they would bring in 30 people to a project, these people would have other pulls on their time and would only dedicate 10 percent of their efforts to the project. It is better to have five or six people dedicated to a project when they can devote all their time to it.

The question of diversity came up. All the panelists agreed that having people with different perspectives and different ways of thinking really pays off. But diversity must be real.

"Good diversity isn't 'hey these people look different from me, but they think like me, I love diversity.'" Weinert said. "Companies need to practice tolerance and openness. I travel a lot see engaging new ways to look at things. If a company can embrace that, they will succeed."

Holland said an advantage to being a large multinational is that they can work with people from all over the world and get all kinds of different perspectives. Size can be an advantage.

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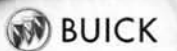
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Schools Named in Autonomous Vehicle Design Competition

Business and academia got together at the 2017 Society of Automotive Engineers (SAE) World Congress meeting last week at the Cobo Center.

SAE International and General Motors revealed the eight North American universities who will compete in the upcoming AutoDrive Challenge.

This new autonomous vehicle design competition is a three-year challenge to develop and demonstrate a fully autonomous passenger vehicle. The competition's technical goal is navigating an urban driving course in an automated driving mode as described by SAE Standard (J3016) level 4 definition by Year 3, said GM spokesman Chris Bonelli.

The universities are:

- Kettering University;
- Michigan State University;
- Michigan Tech;
- North Carolina A&T University;
- Texas A&M University;
- University of Toronto;
- University of Waterloo;
- Virginia Tech.

"SAE International is excited to expand our partnership with GM to build the future STEM workforce through the AutoDrive Challenge," said Chris Ciuca, director of Pre-Professional Programs at SAE International. "Building on our success through programs like Formula SAE, the AutoDrive Challenge launches a new platform to engage industry and academia in working towards a common goal of preparing the brightest young minds for the future of autonomous technologies."

Throughout the three-year competition, students will focus on autonomous technologies and allow for modification and testing, Bonelli said. They will work with real-world applica-



Students and faculty advisers from eight selected AutoDrive Challenge universities pose alongside a Chevrolet Bolt EV they will work on.

tions of sensing technologies, computing platforms, software design implementation and advanced computation methods such as computer vision, pattern recognition, machine learning, artificial intelligence, sensor fusion and autonomous vehicle controls.

"GM is very excited to work closely with these eight universities over the next three years," said Ken Kelzer, GM vice president of Global Vehicle Components and Subsystems. "The students and faculty at these schools bring deep knowledge and technical skills to the competition. We are proud to help offer these students the hands-on experience necessary for them to make an immediate impact on the automotive world when they graduate."

GM will provide each team with a Chevrolet Bolt EV as the

vehicle platform, Bonelli said. Strategic partners and suppliers will aid the students in their technology development by providing vehicle parts and software.

Throughout the AutoDrive Challenge competition cycle, students and faculty will be invited to attend technology-specific workshops to help them in their concept refinement and overall autonomous technical understanding.

Beginning in fall 2017, Year 1 will focus on concept selection

for university teams by having them become familiar with sensing and computation software. They will be tasked with completion of a concept design written paper as well as simple missions for on-site evaluation, Bonelli said.

These simple missions can include straight roadway driving and object avoidance/detection. The Year 1 final competition will be hosted at GM's Desert Proving Ground in Yuma, Arizona, Bonelli said.

In Year 2 the teams will refine their concept selections into solid system developments and will have more challenging dynamic events for testing on-site, including dynamic object detection and multiple lane changing.

Year 3 will culminate with final validation of design and concept refinement.

They will navigate complex objectives of on-site testing, including higher speeds, turnabouts and moving object detection, Bonelli said.

NHTSA Looking at Coolant Problem at Ford

by TOM KRISHER
AP Auto Writer

DETROIT (AP) – The U.S. government's auto safety agency is reviewing a Ford Motor Co. recall of thousands of cars, SUVs and vans that can run low on coolant and potentially overheat and catch fire after the company proposed a remedy that doesn't fix the coolant problem.

Ford notified the agency about the recall, which has caused 29 engine fires, in paperwork dated late March. The automaker said it would install a sensor that warns owners when coolant is low in the 1.6-liter turbocharged engines. The sensor does not solve the underlying problem of vanishing coolant.

The National Highway Traffic Safety Administration said April 4 it is reviewing the recall. "The agency will take appropriate action as necessary," an agency spokeswoman said in a statement. She would not provide further details. The agency confirmed the review after The Associated Press raised questions about Ford's remedy.

NHTSA could determine that the fix solves the fire problem, or it could open an investigation

to see if more repairs are needed.

Experts say coolant shouldn't become depleted in newer cars, and that Ford may be cutting costs by shifting responsibility for the problem to owners. Coolant could be leaking from a number of places, or the engine could be burning it, both of which could cause significant engine trouble down the road – especially if owners don't religiously watch coolant levels and act immediately if they get low.

"All you're doing is monitoring a symptom, not solving a problem," said John Nielsen, managing director of automotive engineering for AAA. "A healthy engine doesn't leak coolant at all. Ever." The recall includes about 230,000 vehicles in North America. Ford said engines can overheat if coolant gets low, causing the cylinder head to crack and spew oil that can catch fire. No injuries have been reported in any of the fires.

Parts won't be available to install the coolant-level sensor until later this year. In the meantime, Ford will send letters to owners telling them how to check coolant and add some if it gets low.

Elizabeth Weigandt, a company spokeswoman, said the sensor solves the safety problem. "You would stay informed as to how much coolant you have in the engine," she said. "That would address the unique risk of the cylinder head cracking."

The new sensor would turn on a dashboard warning light, she said.

In North America the recall includes Escape SUVs from the 2014 model year, plus the 2014 and 2015 compact Fiesta ST, the 2013 and 2014 Fusion midsize car and the 2013 through 2015 Transit Connect small van.

In Europe, the recall covers vehicles manufactured in the model years 2010 through 2015 C-Max hybrid and Focus small car, and the 2013 through 2015 Transit Connect.

Sean Kane, president of Safety Research and Strategies Inc., a Massachusetts firm that does auto testing for plaintiffs' lawyers and other clients, said Ford likely is trying to avoid costly engine repairs that would cure the coolant leaks.

"It sounds like they have a bigger issue. More likely than not they don't want to repair that issue," Kane said.



Masco's Taylor headquarters will soon be leased to Ford.

Ford Leases Masco Property

Ford's plans to update its facilities in and around its world headquarters in Dearborn are continuing apace.

Ford Land on April 5 had reached an agreement with Masco Corporation to lease buildings in nearby Taylor, as that company is moving its headquarters to Livonia.

Ford will use the buildings as transitional office space for nearly 1,000 employees as the automaker continues to transform its Dearborn campus, said Ford spokeswoman Monique Brentley.

The announcement is part of Ford's 10-year transformation of its more than 60-year-old Dearborn facilities, which will co-locate 30,000 employees from 70 buildings today into primarily two locations – a product campus and a world headquarters campus.

"As our campus transformation continues, we need transitional work space in close proximity to our campus," says Dave Dubensky, chairman and CEO, Ford Land. "Masco's headquarters building offers the needed space and amenities for our employees, and it's in close proximity to our Dearborn campus."

The four-story, 416,000-square-foot building has ample office and open collaboration workspace, an indoor courtyard, full-service café and 24-hour fitness center.

Ford employee shuttle service will be expanded to include the new location, which is less than five miles from the Dearborn campus, Brentley said.

In 2015 Masco announced plans to relocate its headquarters from Taylor to Livonia. The company plans to complete the move by June. Ford will move into the building shortly thereafter, Brentley said.

"On behalf of Masco, which has been a resident of Taylor for nearly 50 years, I am pleased that we are leaving our building in the good hands of a company that has shown strong commitment to the Detroit metropolitan area," says Keith Allman, Masco president and CEO.

Ford has also leased an adjacent 140,000-square-foot former retail store owned by Masco, Brentley said.

The space will be used for additional capacity throughout Ford's Dearborn campus transformation.

General Motors Turns Down Stock Proposal

by TOM KRISHER
AP Auto Writer

DETROIT (AP) – General Motors has rejected a proposal from investor David Einhorn to split its stock into two classes.

The plan from Einhorn's Greenlight Capital hedge fund would create one dividend-paying stock and one "capital allocation" stock. The New York-based hedge fund intends to submit the non-binding plan at the GM annual shareholders' meeting later this year, where it will also nominate four candidates for GM's board.

Einhorn said March 28 on CNBC that GM is only paying out a quarter of its earnings, which is unusual for a high-yielding stock. Some investors, he said, care only about the dividends, while others care only about the compa-

ny's earnings. The proposal would give those who buy the stock for the dividend what they want, and let other investors get capital appreciation based on earnings and stock buybacks.

The plan would pay the same money to the same people, giving everyone what they want, he said. "It doesn't change anything else about what's going on at the company," he said.

But GM said in a statement March 28 that the proposal creates "unacceptable risks" and is not in the best interests of shareholders. Among the risks are the potential loss of GM's investment grade credit rating, unknown market demand for the new securities that could depress prices, and corporate governance challenges that would come from having two classes of stock with competing objectives.

Einhorn, however, said GM's contention that a change would endanger GM's credit rating is a red herring, contending that ratings agencies don't normally care about whether there are two classes of stock. Greenlight owns 0.88 percent of gm shares.

GM said its management has spoken with Greenlight numerous times during the past seven months, including a meeting between the hedge fund and GM's board. The Detroit automaker said it consulted with ratings agencies and conducted a review with three investment banks.

Two years ago, GM avoided a proxy fight with annual investors by starting its stock buyback program. Since then, GM has increased its earnings – profit reached \$9.4 billion last year – and paid out more in dividends and stock repurchases.

Sale of Opel to PSA Creates Political Fears in Europe

by DAVID RISING
Associated Press

BERLIN (AP) — Germany's economy minister and other officials met April 5 with the head of automaker PSA Group and union representatives to go over details of the French company's acquisition of General Motors' European brand Adam Opel AG, with both sides saying the talks had been "constructive."

GM sold its Opel and Vauxhall brands to PSA in March for roughly \$2.33 billion, making the French company, which also makes Peugeot and Citroen cars, Europe's No. 2 automaker after Volkswagen.

Opel employs 19,000 people in Germany out of a total workforce of 38,000, and the sale has raised concerns about job losses, especially in an election year. Vauxhall, the British brand, employs 4,500 people at two plants.

Executives have insisted that no layoffs are currently foreseen, though analysts have said they're inevitable over the long term.

PSA Group CEO Carlos Tavares has said there are ways to contain factory costs other than cutting workers, and that the company would focus on logistics, quality, energy, maintenance and security.

In a joint statement issued after the meeting, Economy Minister Brigitte Zypries said Tavares had reaffirmed PSA's commitment to respect existing labor agreements and that meeting participants agreed that the sale "can offer significant advantages to both" PSA and Opel/Vauxhall.

Zypries said Germany would continue to provide "constructive support" to the merging of

PSA and Opel/Vauxhall at both a federal and state level.

"I am glad that we have made further progress, not least in the interest of the employees of Opel/Vauxhall," she said. "I particularly welcome the commitment by Mr. Tavares to respect and continue all the collective agreements."

Other topics of the meeting included the continuation of Opel/Vauxhall as a single company with independent brands within the PSA group, and the agreement to work together with unions to "ensure the long-term viability of the Opel/Vauxhall brands, production sites, and the development center in Europe."

All sides agreed to meet again to continue the talks at an unspecified future date.

NHTSA Looks at Ford for Recall

DETROIT (AP) — Ford is adding 211,000 vehicles to a 2015 recall to replace faulty door latches. That recall covers the 2014 Fiesta and the 2013 and 2014 Fusion and Lincoln MKZ. The expansion brings the total from the 2015 recall to nearly 757,000.

Door latches have been a major problem for Ford vehicles during the past two years, resulting in investigations by the National Highway Traffic Safety Administration and recalls of at least 3 million vehicles.

In the latest recall a pawl in the door latch can break, either stopping the doors from closing or causing them to open while the cars are being driven.

The company says it's unaware of any crashes or injuries

Challenger Sales a Win for Fiat Chrysler

Fiat Chrysler reported U.S. sales of 190,254 units, a 5 percent decrease compared with sales in March 2016 (199,467 units).

What's important to remember, said Fiat Chrysler spokesman Ralph Kisiel, is that in March, fleet sales of 43,992 units were down 15 percent year over year as Fiat Chrysler continues its strategy of reducing its sales to the daily rental segment.

Fleet sales represented 23 percent of total the company's sales in March. Fiat Chrysler's retail sales of 146,262 units were down 1 percent for the month, and represented 77 percent of total March sales.

Dodge brand and Ram Truck brand sales increased year over year in March, Kisiel said. Dodge brand sales were up 10 percent, led by the 100 percent increase in Dodge Journey crossover sales. Ram Truck brand sales were up 6 percent in March as the Ram pickup and Ram ProMaster van each posted year-over-year sales gains. Sales of the Jeep Grand Cherokee — the Jeep brand's volume leader in March — were up 22 percent compared with the same month in 2016. Sales of the Fiat 500 and the new Chrysler Pacifica minivan increased year over year as well in the month.

Four Dodge brand vehicles posted year-over-year sales increases in March, led by the Dodge Journey crossover's 100 percent sales gain. Sales of the Dodge Challenger were up 17 percent in March. The 2018 Dodge Challenger SRT Demon — the Dodge brand's new ultimate performance halo car — will be unveiled this month during the 2017 New York International Auto Show week. The Dodge Grand Caravan minivan and the Dodge Viper also turned in year-over-year sales gains for the month.



2017 Dodge Challenger

Dodge brand sales were up 10 percent compared with the same month in 2016.

Ram pickup truck sales increased 6 percent in March, compared with the same month a year ago. In addition, sales of the Ram ProMaster van were up 24 percent for the month. Ram Truck brand sales, which include the pickup, ProMaster and Pro-

Master City, were up 6 percent in March.

Sales of the Fiat 500 increased 12 percent in March, compared with the same month a year ago, Kisiel said. Jeep Grand Cherokee, the brand's volume leader for the month, recorded a 22 percent year-over-year sales increase in March for its best sales month this year, Kisiel said.



2018 Ford Expedition

Ford March Sales Showed Strength in Truck Market

March sales were a mixed bag for Ford.

Company spokesman Erich Merkle said in a press teleconference on March 4 that overall Ford Motor Company U.S. March 2017 sales totaled 236,250 vehicles — a 7 percent decline versus a year ago. Retail sales declined 2 percent last month, with 157,740 vehicles sold. Fleet sales of 78,510 vehicles were down 17 percent, reflecting a strong year ago comparison, with customer orders front-loaded in early 2016.

Additionally, Merkle said, Ford Motor Company average transaction pricing increased \$1,800 last month, compared to an industry increase of \$190, according to J.D. Power. Ford F-Series sales totaled 81,330 pickups — a 10 percent increase versus a year ago, with overall average transaction pricing up more than \$2,500.

"What's really driving that, we saw increases yes for F-150, but we also strong increases for our all new Super Duty, where retail sales were up 26 percent last month, with gains coming from every region of the country," Merkle said.

Ford Super Duty high-series trucks represented 56 percent of 2017 Super Duty retail sales last month, Merkle said. The Ford Escape posted record March retail sales with a 13 percent gain, and Ford Expedition grew 43 percent, with 5,472 SUVs sold.

"Our largest region for pickup trucks in the central region of the country retail sales for Super Duty were up 32 percent," Merkle said.

In other good news, Merkle said Lincoln retail sales up 5 percent; retail car sales were up 11 percent, while SUVs gained 2 percent.

"When you take a look at the

vehicles, what we were coming up against, was a very tough year-over-year fleet comparison," Merkle said.

"So when you look at where we are our fleet sales were down 17 percent, over a year ago, it just so happens that March of last year was our strongest fleet sales month of the year last year, with our fleet volumes being very front-end loaded at the beginning of 2016, so we're coming up against a really tough year-over-year comparison when we compare it to March of last year, in terms of fleet volume."

A look at the retail side of Ford's business, show those sales were down 2 percent, Merkle said. But with that 2 percent the company also saw a significant increase in average transaction prices, so Ford's average transaction prices were up eighteen-hundred dollars, year-over-year, and that's about 9 times the rate of growth for the overall industry.

Merkle also said sales of the Expedition SUV, as well as sales of various Lincoln vehicle models showed strong results in March.

"It's a good sales month for Expedition, our largest market for that SUV is actually Texas, and this is really important because as everyone knows, we've got the all-new Expedition coming out for the 2018 model year this fall, so we're really excited about that," Merkle said.

"When we look at March, our retail sales for the Lincoln brand were up 5 percent. We had an 11 percent gain for cars a lot of that was driven by the all-new Continental and SUV's were up 2 percent at Lincoln, with really MKC leading the way. MKC sales were up 17 percent in March."

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Detroit Auto Scene

DECEMBER 8, 2014

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 - Rear Camera!
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Was \$21,895 Sale Price: **\$15,189***
24 MONTH LEASE



\$59*
\$0 Down!

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 - Bluetooth for Phone!
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 - Aluminum Wheels!
 - Chevrolet Complete Care INCLUDED!
- Stock# H36540

Was \$26,405 Sale Price: **\$18,249***
24 MONTH LEASE



\$69*
\$0 Down!

The Best Price...
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2017 CRUZE "LT"



- 1.4L Turbo DOHC Engine!
 - Automatic Transmission!
 - 7" Color Touch Screen MyLink Radio!
 - OnStar w/4G LTE w/built-in Wi-Fi Hotspot!
 - Aluminum Wheels!
 - Remote Keyless Entry!
 - Rear Vision Camera!
 - Bluetooth for Phone!
 - Chevrolet Complete Care INCLUDED!
- Stock# H37423

Was \$22,325 Sale Price: **\$15,199***
24 MONTH LEASE



\$69*
\$0 Down!

The Best Price...
PERIOD!

NO Security Deposit required. Tax, title and plate fees extra.

2017 MALIBU "LT"



- 1.5L Turbo DOHC Engine!
 - 6 Speed Transmission!
 - 8" Color Touch Screen MyLink Radio!
 - Bluetooth for Phone!
 - Rear Vision Camera!
 - OnStar w/4G LTE w/built-in Wi-Fi Hotspot!
 - 17" Alloy Wheels!
 - Remote Entry and Start!
 - Chevrolet Complete Care INCLUDED!
- Stock# Q7402

Was \$26,895 Sale Price: **\$18,699***
24 MONTH LEASE



\$79*
\$999 Down

The Best Price...
PERIOD!

NO Security Deposit required. Tax, title and plate fees extra.

2017 TRAVERSE "LS"



- 3.6L SIDI V6 Engine!
 - 6.5" Color Touch Screen Radio!
 - 8 Passenger Seating!
 - Rear Vision Camera!
 - Power Driver's Seat!
 - Bluetooth for Phone!
 - OnStar with 4G LTE w/built-in Wi-Fi Hotspot!
 - Chevrolet Complete Care INCLUDED!
- Stock# H37292

Was \$32,195 Sale Price: **\$22,949***
24 MONTH LEASE



\$99*
\$999 Down

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 - Steering Wheel Radio Controls!
 - Remote Keyless Entry!
 - Aluminum Wheels!
 - Chevrolet Complete Care INCLUDED!
- Stock# H32595

Was \$41,060 Sale Price: **\$32,177***
24 MONTH LEASE



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<p>2017 GMC SIERRA 1500 4WD DBL CAB SLE ELEVATION EDITION</p> <p>PURCHASE FOR \$31,995* STOCK #VDDPBN</p> <p>LEASE FOR \$169* PER MONTH 24 MONTHS \$999 DOWN</p>	<p>2017 GMC ACADIA SLE-1</p> <p>PURCHASE FOR \$27,979* STOCK #VDF03</p> <p>LEASE FOR \$95* PER MONTH 24 MONTHS \$999 DOWN</p>	<p>2017 GMC SIERRA DENALI 1500 4WD CREW CAB</p> <p>PURCHASE FOR \$48,179* STOCK #VBP0ZH</p> <p>LEASE FOR \$369* PER MONTH 36 MONTHS \$999 DOWN</p>	<p>2017 GMC YUKON SLE 4WD</p> <p>PURCHASE FOR \$49,499* STOCK #G572355</p> <p>LEASE FOR \$289* PER MONTH 36 MONTHS \$1999 DOWN</p>	<p>2017 GMC TERRAIN SLE-1</p> <p>PURCHASE FOR \$22,549* STOCK #VCGSNS</p> <p>LEASE FOR \$59* PER MONTH 24 MONTHS \$0 DOWN</p>
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<p>2017 BUICK ENCORE PREFERRED</p> <p>PURCHASE FOR \$19,479* STOCK #B571925</p> <p>LEASE FOR \$59* PER MONTH 24 MONTHS \$0 DOWN</p>	<p>2017 BUICK VERANO 1SH - SPORT TOURING</p> <p>PURCHASE FOR \$21,099* STOCK #B470037</p> <p>LEASE FOR \$139* PER MONTH 24 MONTHS \$999 DOWN</p>	<p>2017 BUICK LACROSSE PREFERRED FWD</p> <p>PURCHASE FOR \$30,369* STOCK #B470762</p> <p>LEASE FOR \$219* PER MONTH 24 MONTHS \$999 DOWN</p>	<p>2017 BUICK ENCLAVE CONVENIENCE GROUP</p> <p>PURCHASE FOR \$30,449* STOCK #B573707</p> <p>LEASE FOR \$99* PER MONTH 24 MONTHS \$0 DOWN</p>	<p>2017 BUICK REGAL SPORT TOURING</p> <p>PURCHASE FOR \$23,439* STOCK #B470197</p> <p>LEASE FOR \$129* PER MONTH 24 MONTHS \$999 DOWN</p>
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<p>2017 CHEVY MALIBU LT</p> <p>LEASE FOR \$59* PER MONTH OR PURCHASE FOR \$22,899* 24 MONTHS \$0 DOWN STOCK #470317</p>	<p>2017 CHEVY CAMARO 1LT</p> <p>LEASE FOR \$239* PER MONTH OR PURCHASE FOR \$23,899* 36 MONTHS \$999 DOWN STOCK #4702507</p>	<p>2017 CHEVY TRAX LS</p> <p>LEASE FOR \$49* PER MONTH OR PURCHASE FOR \$17,599* 24 MONTHS \$0 DOWN STOCK #572578</p>	<p>2017 CHEVY TRAVERSE LS</p> <p>LEASE FOR \$59* PER MONTH OR PURCHASE FOR \$23,969* 24 MONTHS \$999 DOWN STOCK #574301</p>

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