



Dehner helped lead Ram to success during his 30 years as a designer.

Ram Designer, Dehner Retires after 30 Years

Head of Ram and Mopar Design Joe Dehner retired at the end of 2019. And now he can use his free time to do something he really loves – design cars.

He's not planning to idle away the days on a beach somewhere, said FCA digital editor Dale Jewett. His list includes building a car of his own design – something in the classic hot rod vein but with a twist.

For more than 30 years, Joe Dehner has been sketching the future at FCA and for the past four years as head of Ram and Mopar design, Jewett said. Dehner is nowhere near the traditional retirement age. He joined the company in 1988, fresh out of Cleveland Institute of Art. So why is he leaving?

"I'm doing this because I can," he says. "I always wanted to go out on top. When I look back and see that Ram has been back-to-back Motor Trend Truck of the Year twice this decade (2020/2019 and 2014/2013), well it doesn't get any better than that."

Performance and heritage have been themes of several concepts Dehner's studio produced for Mopar and the SEMA Show the past few years, including the Shakedown Challenger and Jeep CJ66 concepts in 2016, the 1968 Dodge "Super Charger" concept in 2018 and the Mopar Lowliner concept for this year's show, a modified 1968 Dodge D-200 series pickup.

"Joe and his team worked to elevate Ram Truck and Mopar design with a focus on style, quality, function and performance," says Ralph Gilles, head of Design for Fiat Chrysler Automobiles N.V. "Being an enthusiast himself,

he's never forgotten the importance of being respectful to our brand DNA and paying homage to them with thoughtful design solutions that moved each nameplate forward with purpose. As a result, his impact will be noted in the history of FCA Design. We will miss his dedication, leadership and quiet charisma."

Dehner spoke to Jewett about his career. The first question was why he chose car design as his life's work.

"We grew up in Indianapolis and my dad worked for General Motors and was in World War II, so I knew I wanted to work for

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Cadillac Creates Online Shopping Program

Using the latest technology, shopping for a new Cadillac just got more interesting.

A new program, called Cadillac Live, is part personal shopper and part interactive digital showroom.

Launched this month in the United States, Cadillac Live expands the reach of Cadillac's immersive luxury-shopping experience to mobile devices and desktops across the country.

With Cadillac Live, said GM spokeswoman Libby Wall, shoppers can enter a digital showroom to view the features and specifications of 10 Cadillac models, and also speak with a Live product specialist, who can answer vehicle and purchase-consideration questions.

"Luxury consumers are looking for a seamless, one-on-one shopping experience, whether online or in person," said Melissa

Grady, Cadillac chief marketing officer.

"Cadillac Live offers a high degree of personal service, with time-saving conveniences and extended hours, reflecting today's evolving shopping habits and our customers' expectations."

Data from Google shows twice as many car buyers start their re-

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Part personal shopper, part digital showroom, Cadillac Live lets buyers see Cadillac's lineup from anywhere.

Here Today, Ghosn Tomorrow - Ex-Nissan CEO Flees Japan

by YURI KAGEYAMA
AP Business Writer

TOKYO (AP) – By jumping bail, former Nissan Chairman Carlos Ghosn, who had long insisted on his innocence, has now committed a clear crime and can never return to Japan without going to jail.

"So he now has burnt his bridges to Japan," Stephen Givens, a lawyer and expert on Japan's legal and corporate systems, said Jan. 1. "This is going to end in basically a stalemate with him spending the rest of his life in Lebanon."

How exactly Ghosn fled surveillance in Japan and popped up in Lebanon, or who might have directed the dramatic escape, remains unclear.

The Tokyo District Court revoked his bail, Japanese media reports said, meaning authorities

would seize the 1.5 billion yen (\$14 million) Ghosn had posted on two separate instances to get out of detention.

Ghosn was first arrested in November 2018, released and then rearrested.

Ghosn had been out on bail while awaiting trial on various financial misconduct allegations. The trial was expected to start in April. The date had not been set.

How the Japanese authorities might investigate Ghosn's escape and what action they might take on the apparent security lapses remains unclear.

Ghosn, who is of Lebanese origin and holds French, Lebanese and Brazilian passports, disclosed his location in a statement through his representatives but did not say how he managed to flee Japan. He promised to talk to reporters next week.

He said he wanted to avoid "in-

justice and political persecution."

"I am now in Lebanon and will no longer be held hostage by a rigged Japanese justice system where guilt is presumed, discrimination is rampant, and basic human rights are denied, in flagrant disregard of Japan's legal obligations under international law and treaties it is bound to uphold," the statement said.

His lawyer Junichiro Hironaka denied all knowledge of the escape, saying he was stunned. He said he didn't expect Ghosn to return to Japan.

When asked if Ghosn had taken any of the documents being prepared for the trial, Hironaka acknowledged he hadn't checked but said he seriously doubted Ghosn would care about a trial he had taken such pains to avoid.

Japanese media reports said Jan. 1 that there were no official



Carlos Ghosn

records of Ghosn's departure from the country, but a private jet had left from a regional airport to Turkey. One report said he sneaked out from his Tokyo home hiding in a case for a musical instrument.

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The Aviator has self-warming windshield wipers for snowy weather.

Lincoln Offers Heated Wipers for Snow, Ice

Little things like windshield wipers being frozen to windshields can add up to big problems when there is a heavy snow. But Lincoln has that covered, said Lincoln spokeswoman Anika Salceda-Wycoco.

The next winter storm is just around the corner, but that icy sleet pelting windshields won't stand a chance against the new Lincoln Aviator equipped with intuitive and time-saving technology like heated VisioBlade wipers designed to help make winter driving virtually effortless, Salceda-Wycoco said.

The available VisioBlade washer and wiper system has a multitude of features intended to keep windshields clear of dirt, grime and icy buildup. Unlike traditional systems that dispense wiper fluid through nozzles in front of the windshield, it dispenses wiper fluid through integrated nozzles in the blades themselves, Salceda-Wycoco said.

It's an option that could come in handy soon, said Geoffrey Johnson, Lincoln body core engineer. Weather forecasts are predicting challenging conditions throughout the entire country

this winter. The Northeast is projected to see snowstorms and ice storms, with above-normal snowfall predicted from New York City to Boston. The North Central plains and the Midwest, meanwhile, could be dealing with another polar vortex combined with above-normal snowfall.

This solution improves the distribution of the spray as the wipers move, which cleans the windshield more efficiently, said Johnson.

"It sprays in front of the blade,

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FCA Volunteer Skipper Remembers to Share Good Fortune

It takes a lot of heart to not let a heart problem keep you from reaching out and helping others achieve their dreams.

And that fits hometown hero Marvin Skipper, district manager, FCA Great Lakes Business Center, to a T, said FCA spokeswoman Kaileen Connelly.

He had all the right moves when growing up in Detroit. A Pershing High School graduate, he earned a basketball scholarship to Eastern Michigan University.

His eye was on an NBA career with hopes of providing a better life for his family and community.

But his dreams of basketball glory were sunk by a heart condition.

"I never had a chance to play college ball, I ended up with a defibrillator; my sports career was over. It was really disappointing because growing up in one of the toughest neighborhoods in Detroit, the NBA was a meal ticket out for me and my family," said Skipper.

Despite shattered basketball dreams, Skipper said he never gave up on wanting to help his family, friends and community. Shortly after starting work in

2015 at FCA, he founded "Youth are Bigger Than Life," a nonprofit dedicated to serving Detroit's underprivileged with life and educational services.

Holding charity basketball games and finding sponsors and donations, Skipper's "Youth are Bigger Than Life" offers after-school programs that provide mentorship, recreational activities and for the fourth year in a row, a free year-end grocery giveaway.

During this year's Dec. 14 event, "Youth are Bigger Than Life" handed out almost 30,000 pounds of food, feeding more than 325 Detroit families, Connelly said.

While donations and sponsorships pay for most of the food that's given away, Skipper chips in, too, so more people are served. Skipper was just one of many FCA volunteers who gave of their time at the Dec. 14 event to help put together food packages for families, Connelly said. The project was just one of many performed by FCA volunteers this year.

"I am so thankful for my job at FCA," Skipper said. "It allows me to carry out my mission of being

there for my community. I was once that kid who could have steered left or right but great support kept me on the right path. Today, I'm that support for so many kids in my neighborhood and that's living the dream."

According to the "Youth are Bigger Than Life" Web site, the organization is an educational nonprofit designed to help "under privileged youth residing in the inner city of Detroit."

The group's goal – to educate youth on social, economic and professional skills – is accomplished through a variety of means, including educational and recreational field trips, tutoring, academic and financial workshops, healthy meal planning and mentorship.

The Web site states that the "organization is dedicated to assisting youth identify with their personal strengths to develop a successful future."

"Over a minimal period of two years of service, our goal is to reduce the dropout rates in the Detroit Public School System, and to enlighten the under-privileged youth Our goal is to set a positive foundation for the youth by

teaching discipline and positive coping skills, along with creating a fun after-school program with recreational outlets to reduce the amount of time allotted for destructive behavior and gang activities."



Skipper was one of many FCA employees who helped feed the hungry.

Lear Officials Earn 'Most Influential' Title

Lear Corporation of Southfield, a global automotive technology provider in seating and electrical and electronic systems, said that two members of Lear's Board of Directors have been named to *WomenInc. Magazine's* 2019 list of Most Influential Corporate Directors.

Kathleen Ligocki and Dr. Mary Lou Jepsen are included among the top women executives, influencers and achievers contributing their leadership on corporate boards of S&P 500 Big-Cap publicly held companies, as identified by *WomenInc. Magazine*, a leading publication dedicated to covering women's achievements in business, said Lear spokeswoman Katya Pruett.

"We proudly congratulate Kathleen and Mary Lou on this well-deserved recognition. Both are highly accomplished and tirelessly pursue excellence while inspiring by example," said Ray Scott, Lear CEO. "Whether in the board room, the office or our operating facilities, we value diversity and inclusion. Our company and our industry are stronger when people with diverse experiences and ideas collaborate to turn possibilities into success."

Ligocki joined Lear's Board of Directors in 2012. Formerly, she was CEO of Agility Fuel Solutions, Harvest Power, Next Autoworks and Tower Automotive. In addition, she serves as a director at Carpenter Technology, Farmers Business Network and the Indiana University Foundation. Ligocki holds a master's of business administration degree from the Wharton School at the University of Pennsylvania and a bachelor's degree from Indiana University Kokomo.

Jepsen was appointed to Lear's Board of Directors in 2016. She is the CEO, Founder and Chairman of Openwater. A principal inventor with approximately 200 patents, she previously held leadership roles in engineering

and technology at Facebook, Oculus and Google. Jepsen holds a doctorate degree in optical sciences from Brown University, a master of science degree in visual studies from the Massachusetts Institute of Technology and a bachelor of science degree in electrical engineering from Brown University.

"It is essential that the achievements and success of professional women are showcased in the highest regard and their stories are told in meaningful ways. *WomenInc.* is proud to recognize this distinguished group of women serving on public boards," said Catrina Young, *WomenInc.* spokeswoman.



Those who want a Mustang E-Mach will have to wait in a very long line.

E-Mach Mustang Sells Out Over 2019 Holiday Season

It's not even here yet, but it's flown off the shelf.

According to a statement to the media by Ford, reservations for the First Edition of the Mustang Mach-E are officially full – though other models like the Premium edition and the GT are still available for pre-order. Here are some key facts from the reservations bank:

- 2021 Mustang Mach-E First Edition reservations are full.
- Carbonized Gray is the most popular choice with 38 percent choosing it, with Grabber Blue Metallic 35 percent and Rapid Red 27 percent.
- More than 80 percent of U.S.

customers are reserving Mach-E with an Extended Range Battery.

- About 55 percent are opting for all-wheel drive.
- Almost 30 percent of U.S. customers are choosing the Mach-E GT.
- More than a quarter of all reservations are coming from California.

Tesla Deliveries Hit 2019 Target

(AP) – Tesla is anticipated to meet the low end of its 2019 deliveries forecast, with China in focus this year, according to some analysts.

The EV maker previously announced that it expected to deliver 360,000 to 400,000 units worldwide last year.

Jed Dorsheimer of Canaccord Genuity said in a note that he expects Tesla will come in above 360,000 units. He previously estimated the company would deliver 368,965 units.

Wedbush's Daniel Ives concurs, saying Tesla should comfortably hit its 2019 outlook.

Going forward, Dorsheimer and Ives predict China will play a critical role in the company's growth.

Tesla delivered its first batch of Model 3 cars produced in Shanghai last month.

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Ford Creates 'Breadcrumb' for Off-Roaders

When you're driving off the beaten path, it can be very easy to lose your way and have trouble getting back on track.

Ford understands that, said Ford spokeswoman Samantha Van Hoef, and the automaker is making off-road adventures less stressful by giving drivers a "breadcrumb" path to find their way back to the pavement.

This lets people find their way back when traveling on unpaved surfaces.

When enabled in the SYNC 3 navigation settings, the Breadcrumbs feature works in the background to drop a virtual pin every second while out on the trail, said Van Hoef. When drivers need to return to the road, the feature provides them with a guide to get back to their starting point – without the stress of relocating landmarks.

"The 2019 Ford Ranger can

take you on your adventure on the road or off," Van Hoef said. "And when your Ranger adventures take you off the beaten path, the SYNC 3 'Breadcrumbs' feature can help you get back to it."

Based on satellite technology, the Satnav Breadcrumbs feature is included in Ranger's navigation system and is available on XLT and Lariat series trucks, Van Hoef said. Breadcrumbs is also available on other Built Ford Tough trucks equipped with SYNC 3 and navigation technology, she said.

"Here's how it works," Van Hoef said. "You enable the 'Breadcrumbs' feature in the SYNC 3 navigation setting and a virtual 'pin' drops onto the map of your route every second. This gives you a route to follow back even if there are no roads. The 2019 Ford Ranger is ready to take

on the toughest terrain and take you home again."

For even more off-road capability, Van Hoef said, Ranger can also be equipped with an FX4 Off-Road Package, including an electronic locking rear differential

and Terrain Management System with Trail Control for situation-specific traction. Off-road accessories like a winch-capable front bumper and leveling kit are also available for improved ground clearance and rugged styling.



Ford technology tracks where you've been to create a path back.

State Renews Its Rebate Program Promoting EVs

BOSTON (AP) – Massachusetts is extending its electric vehicle rebate program.

Republican Gov. Charlie Baker and Lt. Gov. Karyn Polito announced that the rebates will be extended Jan. 1, 2020 to last through at least Dec. 31, 2021, and the administration will make at least \$27 million available per year in 2020 and 2021.

The program was phased out from Sept. 30 through Dec. 31 because a rapid growth in applications caused a lack of funding, Baker and Polito said, but the funding plan they proposed for an extension was largely adopted in a recent supplemental budget.

Since 2014, Massachusetts has allocated more than \$31 million for the effort, to promote the use of EVs and incentivize the purchase of over 15,000 electric vehicles and reduce the state's greenhouse gas emissions by an estimated 39,000 metric tons annually, Baker and Polito said.

The state program offers buyers a \$2,500 rebate for qualifying battery electric vehicles and fuel cell electric vehicles, or a \$1,500 rebate for plug-in hybrid electric vehicles with an all-electric range of 25 miles or more, that cost up to \$50,000 to purchase from OEMs.

Rebates will not be made available to buyers for purchases that they made prior to Jan. 1, 2020.

FCA Partners with 'Plug and Play' to Promote Tech Diversity

FCA kicked off 2020 by forming a partnership with Plug and Play, the largest global innovation platform for startups and corporations, and the Michigan Minority Supplier Development Council (MMSDC) to bring a new innovation hub to Detroit by June 2020, said FCA spokesman Kevin Frazier.

"Plug and Play Detroit powered by AmplifyD" (Amplify:Diversity) will provide streamlined access to all technology startups, with an emphasis on those owned by women and minorities, Frazier said.

The partnership underpins FCA's approach to the rapid advancement of select technologies through smart and strategic collaborations that promote a culture of innovation and safety, said Frazier.

"The automotive industry is at the crossroads of digital transformation, where automated driving, connectivity, electrification and shared mobility are reshaping the future of mobility," Mark Stewart, COO, FCA North America, said. "The participation with Plug and Play Detroit powered by AmplifyD accelerates FCA's approach to research and development, providing immediate streamlined access to an ecosystem of hundreds of technology startups, all with an emphasis on diversity. And with greater diversity comes greater innovation."

"Innovation accelerator programs play a critical role in successfully bringing new ideas to market," said Michelle Sourie Robinson, president & CEO of MMSDC.

"Through this partnership, entrepreneurs will gain access to resources, mentoring, financing, as well as physical space, to research and develop future mobility technology. Such resources, in many cases, are not readily available for entrepreneurs, particularly women and minorities. I am excited to partner with Plug and Play, FCA and various other corporations we will announce in the future, to address this need as we grow corporations and entrepreneurs in the process."

While FCA will become a founding partner in the innovation hub, AmplifyD expects to welcome additional corporate and automotive partners soon, Frazier said.

FCA's support and partnership with MMSDC is consistent with the company's longstanding, enterprise-wide commitment to diversity.

Later this month, Scott Thiele, head of Purchasing and Supply Chain Management, FCA - North America, will assume the helm as MMSDC Board Chairman.

Plug and Play Detroit powered by AmplifyD will secure space in downtown Detroit for the innovation hub in the first quarter of 2020.

The organization stated that it plans to open its doors by June, Frazier said.

"We have been building innovation platforms focused on mobility worldwide in locations such as Silicon Valley, Stuttgart and Tokyo," said Saeed Amidi, founder and CEO of Plug and Play. "As Detroit has been the ori-

gin of the automotive industry in the U.S., this is a strategic location for us to connect our corporate partners to startups and entrepreneurs and to continue to foster collaboration and innovation."

"The automotive industry is going through an incredible transformation with electrification, connected and autonomous vehicles. This partnership with MMSDC and FCA as an early participant – globally as well as in Detroit – in the automotive industry, is a perfect example of how big corporations are taking the necessary steps to embrace the changes in the mobility sector."

Plug and Play is a global innovation platform, Frazier said. Headquartered in Silicon Valley, the organization has built accelerator programs, corporate innovation services and an in-house VC to make technological advancement progress faster than ever before.

Since inception in 2006, its programs have expanded worldwide to include a presence in over 25 locations globally, giving startups the necessary resources to succeed.

"With more than 10,000 startups and 300 official corporate partners," said Amidi, "we have created the ultimate startup ecosystem in many industries. Companies in our community have raised over \$7 billion in funding, with successful portfolio exits including Danger, Rappi, Dropbox, Lending Club and PayPal."

Henry Ford Highlighted in Documentary

DETROIT (AP) – A film exploring the significant, complicated legacy of Henry Ford has received a financial boost from a Detroit nonprofit that supports the region's automotive and labor history.

"Ten Questions for Henry Ford" was among more than a dozen projects to receive a share of \$66,000 from the MotorCities National Heritage Area. The movie, billed by its creator as a blending "of historical fact and poetic imagining," garnered about \$9,000 through the University of Michigan Department of Performing Arts Technology.

"(MotorCities is) very interested in portraying the positive aspects of Ford's legacy, as well as the negative," said Andrew Kirsh-

ner, the film's writer, director and producer, who also teaches at the university.

"I think it's a pretty human portrait, but it doesn't shy away from the aspects that are less savory."

Kirshner said the story encompasses Ford's creative and innovative brilliance in automotive manufacturing and marketing, as well as the worldwide reach of his anti-Semitic publications and violent union crackdowns.

The film, preparing for a fall 2020 release, features Ford's ghost, who returns to the Detroit area in the present day "to confront his complex legacy," according to text accompanying a trailer. Ford's apparition is played by John Lepard, who

teaches at Michigan State University and leads the Williamston Theatre.

Other grant recipients include the Automotive Hall of Fame in Dearborn for events about the history and innovations of honorees; the Flint Cultural Center Corp. for research and development of programs accompanying the Vehicle City Gallery at the Sloan Museum of Discovery; and the Packard Motor Car Foundation for revitalization efforts at the Packard Proving Ground site in Shelby Township.

MotorCities, which is affiliated with the National Park Service, has awarded roughly \$1.6 million in grants for historical and cultural preservation projects since its 1998 founding.

An advertisement for CNW Courier Network. The top half features a large image of a globe with a bright light source on the right, creating a lens flare effect. The CNW logo is in the top left corner. Below the globe, the text reads "Worldwide Coverage Here for You 24/7/365". The bottom half of the ad is a dark orange color with a white border. It contains three small images: a close-up of an airplane engine, a pilot in a cockpit, and a night view of an airplane. Below these images, the contact information is listed: "+1.800.852.2282", "info@cnwglobal.com", and "cnwglobal.com".

Ram Designer Retires After 30 Years

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one of the Big Three," Dehner said. "I became a Mopar guy because my buddy's dad worked at a Dodge/Plymouth dealership and he had a '71 Challenger and a '71 Duster drag car. Those things were awesome."

When asked why he joined Chrysler after school, Dehner said that was an interesting story.

"I interned at GM while in school and saw how things worked there. I also got an offer from Ford," Dehner said. "The summer after graduating, I called Chrysler and set up an interview. The day I get there it is with Neil Walling, who was running the international studio. He opened my portfolio, looked at two or three plates, closed it and smacked his hand down on it. I thought, 'Oh gosh, this is so over.' He made me an offer right there on the spot and wanted to know if I could start on Monday, and this was on Friday."

Dehner said what he liked about Chrysler was if you did the winning design, you did the vehicle.

"You were given all the support you needed, but they definitely threw you into the deep end of the pool."

Dehner said he was involved in creating some memorable designs.

"In the early days, I worked on a facelift for the Eagle Talon. It was different, an asymmetrical design. But the final design was symmetrical," Dehner said. "My first notable concept was the lit-

tle Dodge Neon in 1991. It had an onboard trash compactor, recyclable panels and a two-stroke motor. Across the aisle was a Chrysler concept on a stretched Viper platform. It showed we could do power and efficiency. Autoweek named the Neon best concept of the Detroit show and I thought that was kind of cool."

When asked if he had any advice for designers just coming into the business, Dehner said, "Plan B is to make Plan A work."

Dehner also noted that the actual process of designing cars underwent radical changes during his three decades at Chrysler.

"Plan B is to make Plan A work."

**— Joe Dehner,
Retired Head
Ram Designer**

"We changed from full-size renderings and air markers to video walls, but clay will never go away," Dehner said. "If it looks good in three-eighths scale, it will look great in full size. Digital tools are great, but we still get fooled sometimes. And customers don't care how it's designed; if they like it, they like it."

Dehner said the biggest challenge for auto designers today is, "How do you make your vehicle look new and different when it

has the same basic shape as everyone else's vehicle. That's why I'm really proud of the new Ram 1500. It is really close to our original vision.

"We needed to take a vehicle that is very modular and make it look not modular. So we stretched the wheelbase and added 4 inches to the cabin. The other breakthrough is we have six price classes on that truck and we want them all to look good. When your entry level doesn't look cheap, you've done your job."

Dehner has also served on the board of directors of his alma mater, the Cleveland Institute of Art (CIA), for 11 years and visits regularly to meet with and encourage students.

"For decades, Joe has contributed his time as a CIA instructor and board member," says Daniel Cuffaro, department chair of Industrial Design at the school.

"Additionally, he has made generous financial contributions and has been a steadfast advocate within FCA. Finally, he has been a trusted advisor to me and a cheerleader and constructive critic to our students."

As to what's next for the now-retired designer of Ram pickup trucks?

Dehner said that's "an itch I have to scratch. I've done some sketching and designs over the years, now I'm going to pay someone a lot of money to build it. People will see it's a hot rod something, but no one has ever done anything like this. It will be a bit of a mind freak."

Lincoln Windshield Wipers Warm on Cold Winter Days

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unlike traditional systems that spray the entire windshield," Johnson said. "You're using up to 50 percent less fluid than a traditional system, and you're improving both day and night visibility by spraying directly in front of the blade as it travels, not over the entire windshield."

A heating element integrated into the vehicle's assembly keeps the wiper blades warm and prevents icy buildup, both on the blades and the windshield. Internal tests show the blades can heat from subfreezing temperatures to 86 degrees Fahrenheit in four minutes; a traditional defroster alone can take up to 15 minutes to clear an ice-caked windshield.

The flat-blade shape also assists in keeping the blade pressed against the glass, enhancing wiping and washing performance at highway speeds.

"You don't get that ice buildup on the blades when you're driving through sleet or snow," said Johnson. "It's a more efficient way to keep the windshield clear."

And the system is designed to handle the heaviest snows. Consider the time saved by those living in Minnesota, ranked by Thrillist.com as the state with the worst winter ever, Salceda-Wycoco said.

Parts of northern Minnesota can see up to 170 inches of snow in the winter months, and temperatures can drop to minus 60 degrees.

The VisioBlade system, available as part of the Elements

Package Plus, is one of many Aviator technologies designed to take the bite out of winter driving, Salceda-Wycoco said. Lincoln Aviator features an available Air Glide Suspension, which replaces traditional coil springs with guided air springs that enable several preset ride heights for increased comfort and capability.

Having the VisioBlade system is just a part of how Lincoln engineers worked to make sure Aviator drivers can see what's up ahead, Salceda-Wycoco said. When paired with the available Adaptive Suspension with Road Preview, Aviator uses the front-facing camera to read the road surface nearly 50 feet ahead as it looks for height deviations.

The system can spot speed bumps, frost heaves and other height deviations between two and eight inches high to prepare the suspension and make driving over them as comfortable as possible.

With available intelligent all-wheel drive, Aviator offers a compelling combination of performance and capability no matter the weather condition or terrain, with the help of Lincoln Drive Modes, Salceda-Wycoco said.

While Drive Modes such as Normal, Conserve and Excite enable a personalized driving style, modes such as Slippery and Deep Conditions offer optimum stability in less-than-exemplary weather conditions. In Deep Conditions, Aviator rises to its wheel-position for better all-wheel-drive capability and handling in deep snow.

JPMorgan Chase Philanthropy Helps Local People Secure Better Jobs, Better Future

by Jim Stickford

JPMorgan Chase's commitment to the city of Detroit is a long-term project.

So says September Hargrove, vice president of Philanthropy for the company.

Spurred on by the leadership of Jamie Dimon, chairman and CEO of JPMorgan Chase, the bank has made a \$200 million commitment to the city and its residents, Hargrove said. The bank revealed its plans in the summer of 2019 when plans were unveiled to increase the \$150 million investment to Detroit to \$200 million by 2022.

So far, more than 15,000 Detroiters have received services to improve their financial health, Hargrove said. And, she said, more than 13,000 Detroiters participated in job training programs aligned with high-demand industries.

Besides that, more than 5,000 businesses received capital or technical assistance, more than 2,000 jobs were created or maintained, over 1,600 affordable housing units created or preserved and 296,000 square feet of commercial space developed.

Plus there has been \$290 million-plus in additional, outside funding were leveraged to support residential and commercial development in neighborhoods, Hargrove said.

With all this investment in the city and its people, the question becomes how do you measure progress, Hargrove said.

"We're proud of the investments we've made," she said. "We weren't sure of its impact when we decided to invest millions in the city. We wanted to focus on blight and access to capital and closing the skills gap. Over the past few years, we've seen progress. But Detroit has seen such disinvestment (shutting and moving of businesses outside the city.) But we've seen

progress in addressing our four main goals."

JPMorgan Chase's efforts are concentrated in creating jobs, improving job skills, small business expansion (aimed at women and minorities) and education on how to achieve financial health, Hargrove said.

"Because Detroit is the flagship model city for JPMorgan Chase's philanthropic efforts, we've worked hard to understand how to track the metrics of these programs," Hargrove said. "That includes tracking things like wages and job retention on a quarterly basis."

"We're able to look back in real time and see who's being affected by our investments."

And the bank's programs extend beyond spending money, Hargrove said. JPMorgan Chase works with a variety of partners to help their programs reach out to Detroiters.

"There are so many partners," Hargrove said. "But I want to mention 'Invest Detroit' and the work they do."

The organization was created to bring partnerships and philanthropic resources together to catalyze growth in Detroit by supporting real estate and business projects that struggle to find traditional financing, Hargrove said.

"It's important to remember that at the individual level, if you have a low income, it can be challenging to navigate and take advantage of the resources available to you," she said. "Especially if you're going through an immediate crisis."

Which is why financial coaching is something that JPMorgan Chase supports, Hargrove said. It helps people make informed choices concerning their financial futures. Groups like Wayne Metro Community Action Agency gets support from the bank.

"Let me give you an example," she said. "If you are going

through a tax foreclosure, you probably have other problems to deal with as well. This organization helps people on many different levels. Our nonprofit partners know getting access to money is difficult. The challenge is to use that money to serve the needs of the people and how to execute plans and track progress and how to deliver on that promise."

Kirsten Wenban, vice president of Corporate Communications at JPMorgan Chase, said she has worked with the people at the United Community Housing Coalition.

"Their mission is to work to help people in Detroit stay in their houses," Wenban said. "Often, people are renting a home, and their landlord hasn't paid the property taxes. The coalition works to help them buy the houses they've been renting."

"My work with the group was to use my marketing skills to tell the coalition's story to stakeholders, to get the message out that people have a place to go to get help with housing."

Hargrove said that helping groups like these are important because there is need in Detroit for programs that can help educate people on the resources available to them to build a better life.

She has also seen that progress will be incremental.

"Even when we help people get job training, it takes time for that training to pay off," Hargrove said.

"But we do see results. We see passion and creativity and innovation come into play to help solve long-term problems. Which is why we work with groups like the Detroit Development Fund. They work with entrepreneurs of color. We work with the Kellogg Foundation, who help women and minorities get access to capital when they haven't had access in the past."

Cadillac Creates New App For Online Shopping

CONTINUED FROM PAGE 1

research online versus at the dealership; and most shoppers believe it's important for brands to provide expert advice about their products and services, Grady said. About 71 percent of car customers report switching to a competitor's product after finding their selection process easier.

Shoppers can explore every detail of a Cadillac vehicle with the help of a Live agent, who is equipped with an iPhone X, Osmo Mobile gimbal and Bluetooth headset, providing two-way audio and one-way live video.

That means shoppers can hear and see the agent, while the agent can hear – but not see – the shopper, Grady said.

The agents are also equipped with a digital interface to share color, wheel and accessory choices.

Live agent sessions are available on-demand or can be scheduled for a future date. Additionally, shoppers can invite a partner to join a Live session.

As part of a pilot program, consumers based in California, Illinois, New Jersey, New York and Texas can connect with a local dealer to test drive their vehicle of choice and take the next steps on their path to purchase.

Shoppers outside of those five states can still enjoy everything else Cadillac Live has to offer and can find a local dealer anytime on Cadillac.com.

Cadillac.com is available 24/7 to explore the brand's lineup; and Cadillac Live agents are available to connect with shoppers Monday-Thursday, 9 a.m.-1 a.m. ET; Friday, 9 a.m.-9 p.m. ET, and Saturday and Sunday, 11 a.m.-7 p.m. ET. Customers can schedule future sessions with a Live agent during off-hours.

Ghosen Escapes to Lebanon

CONTINUED FROM PAGE 1

Lebanon's minister for presidential affairs, Selim Jreissati, told the *An-Nahar* newspaper that Ghosen entered legally at the airport with a French passport and Lebanese ID.

France has reacted with surprise and confusion, denying any knowledge.

Speculation is rife that a foreign or Japanese government, or both, might have been involved, or maybe just looked the other way to allow the escape to rid the public of a potentially embarrassing trial.

With him missing, Ghosen's trial is suspended.

But a trial is still pending against Nissan as a company and Greg Kelly, another Nissan execu-

tive. Kelly, an American, has said he is innocent.

Kelly's allegations overlap with those charges against Ghosen related to the underreporting of Ghosen's future compensation from Nissan.

Those charges are less serious than the additional breach of trust accusations that have been made against Ghosen.

Ghosen has been charged with breach of trust in having Nissan shoulder his personal investment losses, and diverting payments in Saudi Arabia and Oman for personal gain.

He has repeatedly asserted his innocence, saying authorities trumped up the charges to prevent a fuller merger between Nissan and alliance partner Renault SA.

Hagerty Says FCA Has Some Cool, Classic Cars

Ring in a new year is the perfect time to look at the best cars from the past.

Hagerty magazine's annual Bull Market list of the enthusiast vehicles rising fastest in value and popularity resembles a "90s high schooler's wish list," reflecting the powerful influence of younger generations on the classic car hobby, according to Larry Webster, the magazine's editor-in-chief.

"The high school graduates of the late '90s are now in their late thirties, and like every generation before them, they are investing in the cars of their youth," said Webster. "The difference is they love imports, SUVs and cars that are more modern, affordable and fun to drive than conventional classics. It's great to see them put their stamp on the hobby."

Curated by the valuation experts at Hagerty, the third annual Bull Market list this year includes 11 vehicles, including a Viper, an Acura and a Ducati motorcycle. The list was compiled using data from the Hagerty Price Guide, Hagerty Valuation Tools, Hagerty auction research and requests for insurance quotes.

"While placing emphasis on a car's monetary value over other virtues is not always a top priority, our team carefully tracks the value trends throughout the year to build this list," said Brian Rabold, vice president of valuation services at Hagerty. "It not only keeps car enthusiasts well-informed on their investments but also helps them to learn more about their interests and car culture in general."

The 2020 Bull Market list includes the **1996-2002 Dodge Viper GTS**. Hagerty's take: "Generation Xers and millennials are now 64 percent of the quotes on this car. Vipers have a reputation for being crude and uncompromising, but it's a driver's car and a visceral experience. The outlandish design has aged well, and attrition has worked in the Viper's favor, meaning there

aren't a lot of good ones left. The early cars are now seen as desirable."

1990-95 Volkswagen Corrado. Hagerty's take: "This car appeals equally to all age groups. With cars in excellent condition going for \$6,500, it's a cheaper entry point than a GTI of the same vintage but rarer. Our insurance quotes are up 25 percent on this car from 2018, so the interest is growing."

1999-2005 Ferrari 360. Hagerty's take: "More of these cars are coming off normal insurance policies and onto Hagerty policies, with the number rising 211 percent in the past three years. They are gaining more of a reputation as an enthusiast or collectible car rather than a used exotic. The design has aged well and looks elegant in a way a lot of cars from that era don't. The F1 transmissions were more common, but the gated shifter is what collectors want."

1994-98 Ducati 916. Hagerty's take: "Plastic fairings are becoming accepted in the collectible motorcycle world, and which fairing would buyers want more than the red one gracing the Ducati 916? Motorcycle rider or not, buyers are moving on these for both aesthetics and pleasure."

1971-80 International Harvester Scout. Hagerty's take: "The vintage SUV craze has been going strong for eight years, but Scouts haven't really popped yet like the FJ40s, Broncos, and Blazers. Most Scouts rotted away, but you're starting to see them being restored. Gen X is 56 percent of the quotes, and if Gen X likes it, the values are going to go up."

1988-91 Honda CRX Si. Hagerty's take: "These filled every high-school parking lot in the 1990s, and millennials are now 60 percent of the quotes. As one of the first front-wheel-drive sporting Japanese cars to get widespread recognition from enthusiasts, they are symbolic of the golden age of Honda, quick and go-kart-



This 1997 Cherokee has landed on Hagerty's "Bull Market" car list.

like and able to make any drive fun."

1997-2001 Acura Integra Type R. Hagerty's take: "Although front drive is generally shunned, the Type R is widely considered the best-handling front-driver of all time. These are huge with millennials; half the quotes are from them. Type Rs are super rare and hard to find in good shape, and only newly added to our price guide because three years ago sales were scant."

1984-2001 Jeep Cherokee. Hagerty's take: "A relative bargain compared with other legitimate SUVs of its era such as the FJ60 Land Cruiser. Everyone loves a Jeep, and this one has classically rugged good looks in a reasonably-sized package with tons of aftermarket support. Definitely appeals more to younger buyers than the same vintage Ford Explorer."

1998-2002 BMW M Roadster. Hagerty's take: "M Cars are way up, but the M roadster was overlooked for a long time because it looks so much like a regular Z3. They are getting their due now.

The coupe has already popped, and the roadster values are up 22 percent on the later 315-hp cars and 31 percent (starting from a lower value) on the earlier 240-hp cars. Yet, good M roadsters are still half the price of good M coupes."

1970-76 Porsche 914. Hagerty's take: "Only the third car that Porsche ever designed is still the cheapest way to get into a vintage Porsche, and the 914 is being reevaluated for its great handling and affordability."

"The VW association that once tarnished it carries less of a knock now among younger buyers."

1970-95 Land Rover Range Rover. Hagerty's take: "This is a vehicle that appeals to millennials and Gen Xers, and they're affordable because they're known to be troublesome. The brand's current success gets people to look back at the catalog of past vehicles, and this one established a lot of the design cues that guide Land Rover now and have been copied by other manufacturers."

Nexteer President Richardson Will Retire From Firm

After 45 years of service, Nexteer's President and Executive Board Director Michael P. Richardson is retiring. Senior Vice President and Global Chief Operating Officer, Tao Liu, and Nexteer's senior leadership team will assume Richardson's duties going forward.

"Mike has served Nexteer in many roles over 45 years and we especially appreciate his leadership in recent years as Nexteer diversified its customer base and expanded its global presence. While we will greatly miss Mike and his inspiring leadership, we wish him the happiest of retirements," said Guibin Zhao, Nexteer's CEO, Executive Board Director and Vice Chairman. "We have a talented and experienced senior leadership team committed to executing our proven strategy for profitable growth and driving shareholder value and continuing to drive Nexteer's leadership in intuitive motion control."

Richardson began his career in 1974 at the former Saginaw Steering Gear Division while studying for his bachelor's degree in engineering at Kettering University. Over the next four decades, he held a broad range of assignments across skilled trades, manufacturing, engineering and business leadership within the US, France and China. He was appointed Nexteer's Executive Board Director in 2013 and appointed President in 2016.

"It's been my distinct honor to have served alongside this global team for 45 years. I have every confidence that Nexteer is well positioned to continue to create an increasingly prosperous future for all stakeholders," said Richardson.

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New Talking Technology Gives Car Owners Ability to Customize Their Vehicle Voices

Now that cars are talking more, drivers have the opportunity to make sure it's in a pleasant voice.

Cerence Inc., a provider of AI for motor vehicles, has introduced My Car, My Voice, a new system that lets people create custom voices for their in-car assistants, said Cerence spokeswoman Kate Hickman.

"Cerence's voice clone technology is a game-changing innovation for the world of in-car voice assistants, which typically come with a set of pre-determined voice options," said Sanjay Dhawan, CEO, Cerence.

Now, with this new Cerence innovation, people can quickly and easily create a carbon copy of their own voice or that of a family member or friend to be the persona of the voice assistant in their cars that can be used to give directions, read messages and provide updates.

Not only does this create a more human-like experience in the car, but also enhances safety

— when the car is delivering notifications or information, the voice of a loved one can generate a more attentive or urgent response from a driver than a generic voice, Hickman said.

"We pride ourselves on building the most natural, convenient and fun in-car voice assistants in the world," said Dhawan. "Cerence My Car, My Voice takes the experience to a whole new level — imagine having your spouse, partner, best friend or other family member as the voice within your car. We're delighted to introduce this innovation to our customers and their drivers, bringing a bit more humanity and spirit to their journeys."

Using the latest deep neural nets and text-to-speech (TTS) technologies, this new capability can process, clone and add custom voices to an automotive assistant's voice library, Hickman said.

To create a voice clone, a person simply records a series of

short sentences using a mobile app that guides the user through the recording, allowing for corrections or pauses as needed.

The system can also account for uneven volume of recording or other inconsistencies, Hickman said. In addition to creating and using their own original voice, people can also choose other versions of the voice assistant that are more sensible or humorous, making interaction with the voice assistant more interesting and fun.

"One of the important features of the new generation of connected vehicles is to realize the comprehensive upgrade of functions, services and experiences," said Mr. ZhangLiang, chief digital officer of SAIC Motor Passenger Vehicle. "Through the voice clone technology in car, the personalized holographic voice applied to the intelligent cockpit system will make your communication with the car more natural and cordial."

VW in Talks About Consumer Compensation

BERLIN (AP) — Volkswagen and a German consumer group said Jan. 2 they will conduct talks on a possible settlement in a landmark case in which hundreds of thousands of people aim to establish a right of compensation for cars affected by the automaker's diesel emissions scandal.

A court in Braunschweig, Germany, opened proceedings in September in the case. At the time, the presiding judge suggested that the two sides could consider a settlement, which he said would be possible though very difficult.

The case was brought by the Federation of German Consumer Organizations on behalf of more than 400,000 diesel owners. It us-

es rules enacted in Germany in 2018 that allow a form of class-action suit.

The new system was prompted in part by the scandal over Volkswagen's use of software to turn emissions controls off when vehicles weren't being tested, which was discovered in 2015. In a statement made on Jan. 2, the two sides said they have agreed to open talks on a possible settlement and that their common aim is "a pragmatic solution" in the interests of customers.

They didn't say what such a solution might entail for VW and any consumers wishing to seek compensation.

"The talks are at a very early stage," the brief statement said.

It stressed that it is uncertain whether they will reach a settlement and said both sides have agreed to confidentiality.

The proceedings in Braunschweig encompass cars made by the Volkswagen, Audi, Seat and Skoda brands fitted with EA 189 diesel engines that were bought after Nov. 1, 2008 and later affected by a recall.

The talks are meant to establish only whether the company acted illegally. If the court decides that that was the case, customers would then have to seek compensation in a separate proceeding.

Ann Arbor Might See AV Deliveries

ANN ARBOR, Mich. (AP) — A Michigan company that makes self-driving food delivery vehicles will begin testing them out in Ann Arbor in January with patrons from four restaurants.

Ann Arbor-based Refraction AI makes the REV, an autonomous robot that's five feet (1.5 meters) tall, with wheels and a fuselage that can hold up to delivery bags. The company will begin using its REV's on Jan. 3 to make meal deliveries from four restaurants to a test group of 300 customers in downtown Ann Arbor.

Refraction AI hopes that its electric, 100-pound (45 kilogram) REV can make food deliveries for half the cost of existing delivery services like Grubhub, EatStreet and DoorDash, *The Detroit News* reported. If successful, the robots could open the door to metropolitan areas being service by self-driving vehicles that hustle meals, groceries and documents to customers.

The REV is armed with two lidar laser sensors as well as a mix

of cameras, radar and ultrasound sensors that allow it to negotiate streets in any climate.

"Our biggest focus is dense, urban areas. At (these) speeds, it's a safe proposition," said Refraction AI CEO Matthew Johnson-Roberson.

Refraction plans to expand in 2020 to areas including Boston as well as Madison, Wisconsin.

Delivery orders are made via phone app. The REV's are then dispatched from their "nest" at Refraction headquarters for deliveries within a 2-mile radius from the four participating restaurants: Miss Kim, Belly Deli, Tios Mexican Cafe and Chow Asian Street Food.

"The robots are cute, but as business owners, their affordability offers us the chance to hire more employees devoted to delivery services because the cheap business model allows us more money to pay our employees," said Ji Hye Kim, the proprietor of Ann Arbor's Miss Kim restaurant.

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