

PACKARD ELECTRIC

Gablegram

Volume 46, Number 1

February, 1984

Reese discusses future with management group

When Packard Electric General Manager Elmer Reese addressed The Industrial Management Association (TIMA) at the Avalon Inn in Warren on January 19, he began by asking some provocative questions. Reese asked the group of Warren area managers, "How many of you will be attending this annual meeting in ten years? Or, perhaps more to the point, how many of your firms will be represented in TIMA in 1994?—how many of your firms will still be in business in that year?"

With those questions Reese set the tone for his keynote address which dealt with preparation for the 21st century for the U.S., American industry and Packard Electric.

Learning experience

He suggested that experience has been a harsh instructor for those industries which were represented at this dinner meeting 10 years ago as well as many throughout the country which have failed. "If we have learned anything from the events of recent years," Reese said, "it's simply this:

- In our free enterprise system there are no guarantees.
- There is no real security for any of us.
- None of our firms, no matter how large, no matter how prestigious, is invincible."

He added, however, that there is something to be learned from industries which have faltered and survived. "I believe that we've learned something from Chrysler, International Harvester, Weirton Steel, and Delta Airlines—that the future is not outside of our control if we believe in ourselves and if we have the courage and stamina to exert ourselves in order to shape our destiny," he claimed.

Change is inevitable

Reese continued by saying that the most successful industries that have endured through the recent economic downturn have a common element. "They have recognized that change is inevitable and have adapted to that change."

He told the assembled local managers that America has an ample supply of managers and top executives who are skilled in the management of current operations. He cautioned, however, that most executives and managers in the U.S. today are not conditioned to planning for the future.

"What I am suggesting is that



Elmer Reese, Packard general manager, addresses The Industrial Management Association (TIMA) on January 19 at the Avalon Inn.

perhaps we need to add a dimension—the dimension of entrepreneurship," stated Reese. "The principles (of entrepreneurship) are embodied in the concepts of strategic planning and strategic management."

Kiplinger predictions

Reese referred to the December 30 issue of *The Kiplinger Washington Newsletter* which deals with anticipated changes Americans can expect to see in the remaining 16 years of this century.

Among the items Reese reported as predictions for the year 2000 by the newsletter were:

- business will grow about three percent annually and the upcoming 16 years will be stronger than the last 16 years;
- inflation averaging between five and six percent annually and investments in new factories and equipment increasing by four percent a year;

- U.S. population, now at 235 million, will reach 268 million and for the first time ever in the U.S., there will be more people over 65 than teenagers;

- more than 80 percent of women between 25 and 45 years of age in the U.S. will be working;

(Continued on Page 2)

Selection starts for Packard Quality symbol

Judging of the 124 entries for the Packard Electric Quality Symbol contest has started, but the final selection for the symbol which will be part of a quality recognition program for individuals, departments, plants and suppliers may not be complete for two months or more.

Bill Wehmer, Packard's Reliability and Quality Control director, is chairman of a nine-person selection committee comprised of hourly and salaried employees from Packard's

Warren and Mississippi Operations. The group met recently to narrow the 124 entries down to four finalists.

Wehmer detailed the process his committee followed in narrowing down the entries. He explained that Michael Verina of Twin Custom Art of Niles, helped the committee narrow down the entries. "The consultant has taken us through the schooling to show us what the critical ingredients are that go into

(Continued on Page 4)

Newsbriefs

Porsche changes importer

Volkswagen of America, Inc. said that Porsche AG of West Germany plans after August to end the 15-year-old arrangement under which VW has been the sole importer of Porsche cars to the U.S. A VW spokesperson said the company was surprised by the recent decision, saying Porsche didn't explain the move to VW and didn't inform VW of Porsche's future plans for the U.S. market. According to the spokesperson, VW expects growing U.S. sales of Audis to make up much of the business VW will lose when its arrangement with Porsche expires.

Corvette buyers identified

Recent demographic and geographic research conducted by Chevrolet reveals that the median income of 1984 Corvette buyers is \$67,200, a 34 percent increase over those who purchased the car's predecessor, the 1982 Corvette. Median age for the new buyer is 40, a five-year age increase from the 1982 model. Three-fourths of the buyers hold a white-collar job. Geographically, the Corvette has its best sales in California. More than 14 percent of all 1984 Corvettes have been sold by California dealers.

Good news for steel

Steel imports fell 5.7 percent in December from the previous month, but still captured nearly 22 percent of a stronger U.S. market, according to **The Wall Street Journal**. The December figure, the sixth consecutive month that imports have taken more than a 20 percent share of the U.S. market, reflects large steel sales in the U.S. by developing nations. For all of 1983, the foreign-market share averaged 20.5 percent, down from the 1982 record of 21.8 percent, with Europe and Japan accounting for half the 1983 total.

Second line for Honda

American Honda has announced plans to double the capacity of the company's Marysville assembly plant, adding a second line.

Construction of a 700,000 square-foot addition to the one-million-square-foot facility is scheduled to start next month. The plant is expected to begin assembly of Civics by mid-1986. In 1988, the plant will be capable of operating at its capacity of 300,000 units per year. A spokesperson for Honda said the current facility is scheduled to reach its maximum capacity of 150,000 Accords per year by May.

Packard Electric Cablegram

Published for employees and retirees of Packard Electric Division of General Motors, P.O. Box 431
Warren, Ohio 44486

An equal opportunity employer

Mark Rollinson, editor
Michael Hissam, associate editor

Mississippi editors:
Beth Magee, Clinton
David Eckman, Brookhaven

Mexico editor:
Lourdes Hernandez Ch., editor

Phone: 373-3029
GM Network 8-531-3029

New opportunities in the future

(Continued from Page 1)

- industries calling for split shifts, flexible working hours, shared jobs and shorter work days;
- a 50 percent growth in new car sales.

"The interesting thing about cars," stressed Reese, "is that it's going to happen. You can bet on it because you can see it happening now. The demand is there. They're going to sell!"

Reese added that, while he might disagree with some of the specifics of Kiplinger's predictions for the

next 16 years, "the general environment he pictures is probably pretty accurate."

New opportunities

He stated to the managers that new opportunities will be available "for new business firms and for existing firms who have the vision to perceive change and to anticipate these opportunities."

With regard to Packard Electric, Reese emphasized the need for strategic planning. "I force myself and I force the Packard organization to ask two basic questions," he

said. "Who are we, and who do we want to be?" He remarked that the answers to those two questions reflect strategic planning.

"If you have determined what you want to be, then you have laid the ground work for developing the strategies and the plans which will shape your destiny," said Reese.

He concluded by reflecting on the eulogy Robert Kennedy gave about his brother John F. Kennedy. "Many business firms only question why," he said. "The truly successful firms indeed dream of what could be and ask why not."

Brookhaven employee group helps prepare for change

by Mark Rollinson

Increasingly, Packard employees are dealing with the prospect of reorganization within departments and plants from the standpoint of self analysis. Although most reorganization is based on the objective of improving efficiency, there is a second side benefit which is realized when the employees take part in the decision making. That benefit is in the form of greater employee involvement and responsibility. Such is the case at Packard's Brookhaven, Miss. plant.

The employees and management at Brookhaven are planning for the day (projected for later this year) when the plant will convert to all lead manufacturing which will significantly change the social structure of the plant. The plant's preparation may include recommendations from a recently formed Socio-Technical Systems (STS) committee comprised of a total of 10 hourly and salary employees who

have been meeting together since November to determine how the plant may prepare for the transition. This preparation, according to Ed Zuga, Brookhaven plant manager, will coincide with the replacement of the final assembly work currently performed at the plant with all lead manufacturing.

"A list (of recommendations) will be given to the staff probably this month dealing with the level system, and will include recommendations which will deal with technical and social aspects of operation," said Zuga. He explained that each recommendation from the committee will be examined and judged on merit and overall benefit to the plant. "We're still aiming at satisfying our customers," he emphasized.

Tremendous enthusiasm

Zuga added that he is favorably impressed with the committee and the work they have done thus far. "They (the committee) have a

tremendous amount of enthusiasm," said Zuga. He added that the STS committee has the opportunity to affect Brookhaven in a positive way. "Brookhaven is changing and we will have to change with it."

According to Dave Eckman, the plant's organizational development coordinator, notices were displayed throughout the 400-employee plant late last year to solicit for volunteers to serve on the committee. Based on this solicitation, 10 hourly and salaried plant volunteers became the core of the STS committee.

"We have good committee representation from all over the plant," said Eckman. Union representation to the committee from IUE Local 718 include both shop chairman Eddie Johnson and union QWL coordinator Rex Reeves. Also serving on the committee are Tom DeHuff, general supervisor of engineering, Gwen Gayden, 1st line advisor and Dave Eckman, Organizational Development coordinator. Hourly representatives are Curtis Barnes from Quality Control, Gloria Powell, mold operator, Dennis Tobias from Shipping and Receiving, and Bob Diamond and Terry Wilson who both work in lead preparation.

Social and technical

Eckman explained that since its formation the committee has been examining the Brookhaven plant operations both from the social and technical viewpoint.

From the technical standpoint, according to Eckman, an informal survey of the plant's employees was conducted. The responses to the survey resulted in the identification of 108 physical areas of concern which are important to the operation of the Brookhaven plant. The committee then interviewed representatives who, according to Eckman, "have a good knowledge base of the area we were investigating."

In order to collect social information, explained Eckman, interviews and a formal survey were conducted in the plant to determine what areas of social concern the hourly employees consider to be the most critical to the operation of the Brookhaven plant.

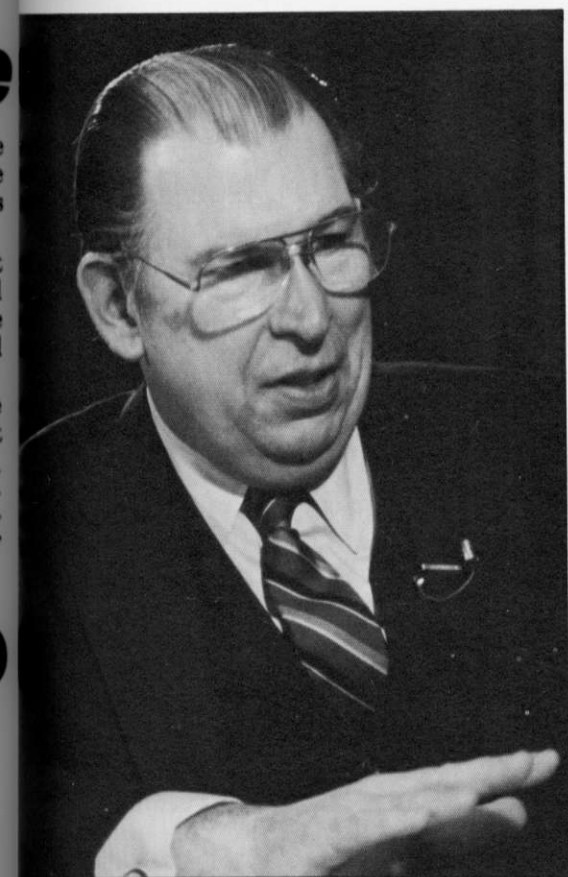
Nothing hidden

"Before we (STS committee) identified the main concerns," explained Eckman, "we hung the results of the survey on big sheets of paper in the plant for everyone to see. We weren't hiding a thing. Then we started our investigation."

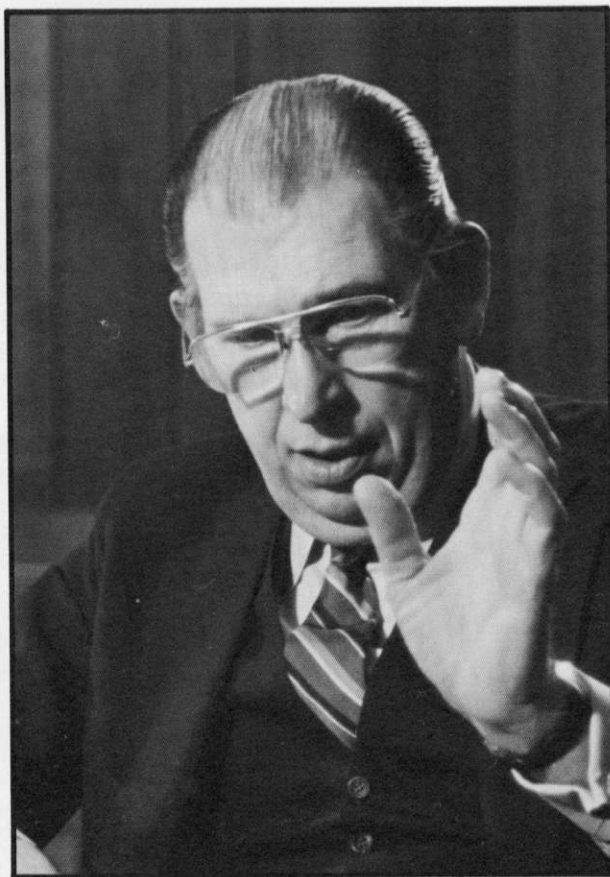
(Continued on Page 4)



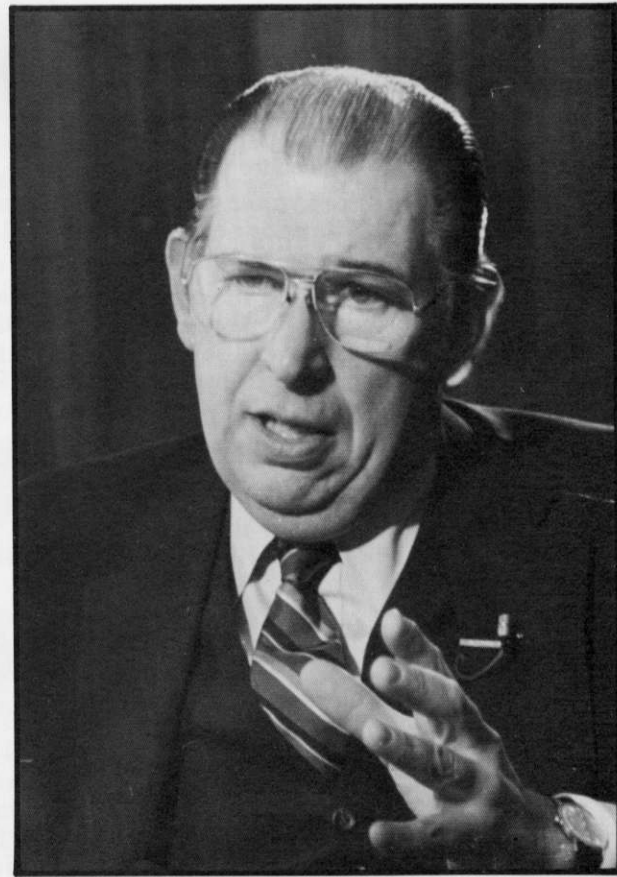
Tom DeHuff, general supervisor of engineering, leads a meeting of the STS committee.



Robert C. Stempel



"... the alignment for the North American activities will provide even greater opportunity..."



"... we're in business to do what we're doing today and keep on doing it..."

Packard and the GM realignment

Stempel sees Packard opportunities

Robert C. Stempel, newly-appointed group executive for General Motors' Buick-Cadillac-Oldsmobile Group, last month addressed business and educational leaders in the Warren area.

Much of what Stempel said dealt with the opportunities presented by General Motors' plans for realignment of its car divisions.

During an interview, Stempel spoke of the opportunities and their significance for the Packard employee and the car buying public.

Cablegram: What opportunities does General Motors' realignment offer Packard Electric in its North American Operations?

Stempel: The North American Operations which Packard services now will continue to be serviced by Packard. We hope the alignment for the North American activities will provide even greater opportunity.

The realignment from a customer in a dealer's showroom should not present any different problem. We think that by streamlining our internal operation, making more effective use of our resources, we will be more responsive to the marketplace.

More responsive to the marketplace can be translated into a greater variety of products—a greater need from the supplier industry to provide variety, differentiation, different opportunities. So we think in the long run a quality supplier such as Packard has an opportunity to provide more goods and services to the North American car operations as we go forward with our future car programs.

Cablegram: How will this new corporate structure support General Motors' quality objectives?

Stempel: One of the great things it does is an alignment of responsibility so that the person doing the job knows that he or she has responsibility for his or her actions. I'm not talking about the worker putting a bolt in on the assembly line or a person in a wiring plant attaching a fixture. What I'm saying is the managers who manage the business, the people who have responsibility for design, processing instructions, ordering instructions and material flow will have a clear alignment of responsibility to get "this car" from design through engineering to processing to manufacture to the marketplace.

Over the years, our organization has been organized around the economies of scale; a broad organization to satisfy an ever-growing demand where the only thing that counted was

"Get the job done! Get it out on time!" The marketplace today, the capacity we have, we no longer can compete that way. It's going to take effectiveness in everything we do.

As you look ahead to the workload we face in the three to five years ahead, we get to be more effective in utilizing our capability, our resources and our people, otherwise we won't get the job done.

The new organization should help us do that.

Cablegram: Where is the gain in this restructuring for the GM employee, and what can he or she do to help its success?

Stempel: The thing we've got to remember is we're in business to do what we're doing today and keep on doing it—don't wait for reorganization to change things. Whatever you're doing today, you'd better be doing tomorrow.

As we go forward, there will be a transition phase. We would like all employees to participate

"... we think in the long run a quality supplier such as Packard has an opportunity to provide more goods and services to the North American car operations as we go forward with our future car programs."

in this because we think out of it we can build together a much stronger team, a more effective organization to face the marketplace.

We hope to be very "market driven" by the time we are finished with this organization. "Market driven" is the response by the customer level being fed back more directly through the marketing group into the engineering and operations groups to satisfy that marketplace.

There will be opportunities presented to GM employees; changes perhaps in what they do in today's jobs, job scope and responsibility. We think, looking forward, there will be a great deal of opportunity for General Motors employees.

Cablegram: What is your vision of the market for the large car group in the next few years? Where does the family fit into that picture?

Stempel: First, let's put "large" and "small" right out of the picture. The Group of Buick, Cadillac and Oldsmobile—I didn't say "large" or "small"—will emphasize some of the platforms that traditionally were more full size. The other group, which will be Chevrolet, Pontiac and Canada, will be emphasizing programs at the other end. Each will have total platform responsibility.

Each group will have the ability to market whatever car is needed for their nameplate division to satisfy that marketplace. They can buy from themselves and market the car. They can buy from the other group. Or, they can buy from outsiders. That marketplace division is going to be satisfying that marketplace demand.

Concerning your question of the larger size family car, it has been very interesting this past year that the marketplace has demonstrated that there is a need for that car. For the first time in many, many years, the penetration of small cars reversed itself. In the past year, small car penetration dropped five percentage points—a tremendous change. At one point it dropped below 50 percent, something we hadn't seen in quite a while.

We have the elements of fuel economy and the elements of all the rules we must meet. I think we will see a redefining of large—it's got to be pretty large on the inside, maybe a tight package on the outside. The fact of the matter is that the customer is saying they would like a larger vehicle. The large car as a niche in the marketplace.

Cablegram: How will the new GM structure permit each car division to bring out a new, unique and higher quality product on a more timely basis in what is now a worldwide market?

Stempel: First, the marketing division will have responsibility to define—consistent with its mission statement—the market that it is looking for. The product then will be defined to meet those marketing objectives within its mission.

Having done that, the organization is streamlined in the sense that the market flow can more directly input with engineering. They then have the ability to process, build and get that car to the marketplace.

We think what we're going to see in the management organization is a realignment of the way we do business so that instead of working through a car division, and then going through another group and working through a body division, and then going to another group and working through a body assembly division, you're going to find an integration of General Motors Assembly Division, Fisher Body and the nameplate divisions so that we can have a true car team, pulling together so that they are indeed producing a car for that marketplace.

(Continued on Page 4)

Stempel sees Packard opportunities

(Continued from Page 3)

Cablegram: Why are you so confident of success for this new organization for General Motors?

Stempel: I've thought about that question a great deal! It's very difficult in an organization that's been as successful as General Motors in the private transportation field for 75 years to say, "Why change it? It has worked for 75 years."

What's happened is that there has been a significant change in our environment. For 75 years, we never had quite enough capacity; there was always more demand. We were a growth industry—solid! Business cycles were

measured in three to six months. What have we just been through? A change in the external environment; more capacity than demand worldwide. We're faced with business cycles now that roll through longer periods of time. It's not a question of "hang on for a few months, we'll be all right!" That whole climate has changed and now is the time to begin the change in our organization.

As we go forward, we're going to have to be responsive and move quicker. We're going to have to remember that even more as he has always been—the customer is king, and satisfaction is the key to his business. We think to be

there, quality will have to be unquestioned in the eyes of the customer. It will not be enough for us to say it is "good." The customer must say, "That's just what I want!" And, that we are committed to personal transportation and that General Motors is committed to the idea that we want to be there in the future.

We don't want to be the case study that goes by the wayside. We're committed to be a leader—continue as a leader in the personal transportation field. That's why we're so confident that now is the time for change and for making change work for us.

Employee team plans for the future

(Continued from Page 2)

"We decided to tackle the social side first because it has a direct bearing on how we would handle the technical concerns," said Eckman.

"After brainstorming different ideas on how concerns can be handled along with new ideas," explained Eckman, "we decided we wanted to live by the employee handbook and the (union) contract. Not changing those we had free hand to do whatever we wanted to

do. Out of that brainstorming session came the proposal."

Gloria Powell, a mold operator and a Brookhaven employee since 1977, is very interested in the plant's participative management style and expects to see very positive personal results from her work as a member of the STS committee. "If I'm happy with my job, I can do a good job," said Powell. "That's my main thought as well as a lot of people around here. We want to resolve problems."

Powell added that the importance of the STS committee lies in the change of emphasis from team effort to the individual. "Everyone will be more on their own. There will be more individual emphasis instead of team emphasis (when the plant converts from final assembly to lead manufacturing). Our plant is set up to operate in teams."

She added that the STS committee is representative of most of the areas of operation in the plant because several of the members have worked in several different areas. "There is a great deal of (plant) knowledge in this committee," Powell said. "We're also telling our true feelings. We're letting it all out. There are some things that have got to be changed."

Dennis Tobias, a six-year employee in the Shipping and Receiving department, cited the participative management style at Brookhaven as his reason for volunteering to serve on the STS committee. "I saw where participation in the beginning could help me. It really did help me a great deal," claimed Tobias.

More responsibility

How does Tobias feel the Brookhaven management will receive the recommendations from the STS committee? "I feel real positive about it. I think they like what's happening in this committee be-

cause it will give them more of a position to advise than to instruct," he explained. "It puts the responsibility back on the employees' shoulders and that's what people down here like—more responsibility."

Three years ago we were at the peak of (employee) participation," stated Tobias. "Then we started to decline slightly. We started taking on different business. We were getting more into the technical end and we were becoming more lead manufacturing," explained Tobias. "Our customer moved from in-house," he added.

What will become of the STS committee after they submit their recommendations to the plant management? "We've been told that we'll stay together if only just to monitor the recommendations," concluded Tobias.

Employee interviews

According to Eckman, the committee is now compiling their specific recommendations for proposed changes at the Brookhaven plant. He added that the recommendations are based mostly on the individual employee interviews conducted by the STS committee. These are the changes that the Brookhaven plant employees see as beneficial in making the transition to lead manufacturing and modifying the plant's current social system.

Selection committee views Packard Quality entries

(Continued from Page 1)

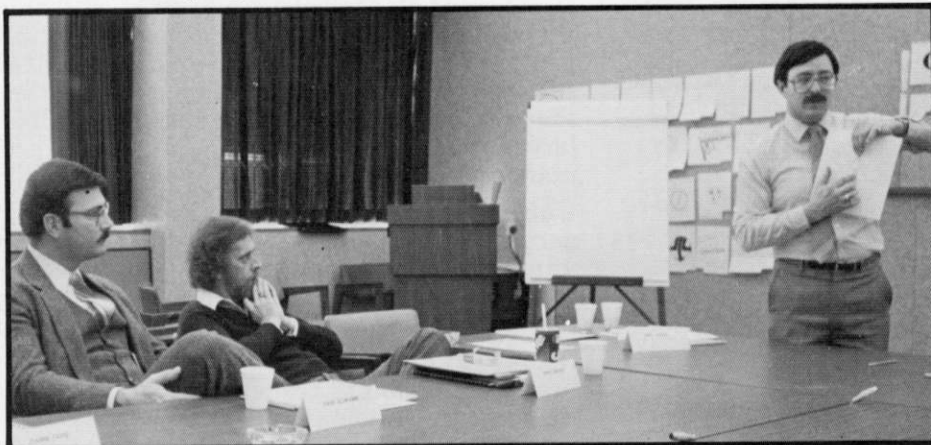
a good symbol," Wehmer explained.

He added that during the selection process the consultant and the committee received a true flavor of what quality means to Packard employees through the many Packard Electric Quality Symbol entries. Wehmer emphasized that there were numbers instead of names on the entries so the committee would be totally objective. He added that no committee member could also be an entrant.

Wehmer explained that the consultant is studying the four finalist

symbols from the standpoint of how well they would reproduce, reduce, enlarge, imprint and be made three dimensional in various materials.

When will the final selection be made? "We're tentatively targeting April but that may change," said Wehmer. "It's important that we select the right quality symbol because it will be something that we'll be giving to our employees and suppliers in return for their best work. We expect to use it for a long time so we want to pick a good one."



Michael Verina, outside art consultant, explains what to look for in a symbol to the Packard Quality Symbol selection committee.

Cultural knowledge needed in America

Robert C. Williams, dean of Washington University College, suggests that multi-national firms such as GM study foreign cultures and languages to market world class cars properly.

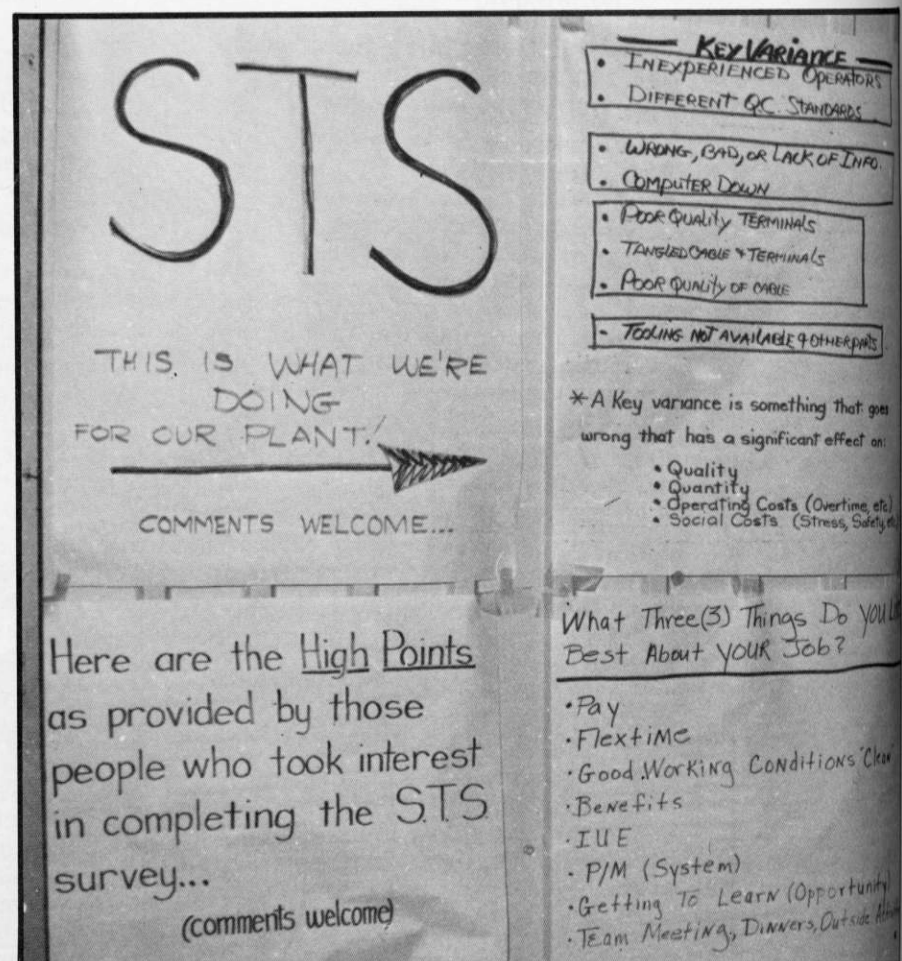
As an example, he cited Chevrolet trying to sell in Latin America a car called "Nova," which means literally "it won't go" in Spanish. "Body by Fisher" came out "corpse by Fisher" in Flemish, Williams said.

"Our companies, large and small, can no longer afford the luxury of isolation from foreign business cultures, languages and customers," Williams said.

The college's fall newsletter published the following comments by a "senior Japanese leader:"

"Your nation has experienced difficulties in balance of payments; your nation now faces severe competition in world markets . . .

(Continued on page 5)



Brookhaven "hangs out the laundry" with these sheets containing anonymous employee responses to a recent survey conducted in the plant.

GM gets two new medium-duty trucks

General Motors is expanding Chevrolet and GMC truck lines through introduction of a low cab forward (LCF) tilt-cab model "to strengthen GM representation in the medium-duty truck market," according to Donald J. Atwood, vice president in charge of the GM Truck & Bus Group.

"The new truck will provide GM dealers with a model for a market segment where there is currently no GM representation," Atwood added.

The internationally-established LCF truck is built by Isuzu Motors Ltd. of Japan. Atwood noted that "current sales levels do not justify the investment required to engineer and tool a North American-sourced GM LCF model. However, this could occur eventually with sustained market growth," he added.

The trucks will be sold and serviced as the Chevrolet Tiltmaster and GMC Forward through an initial network of about 250 existing Chevrolet and GMC truck dealerships.

Cultural needs

(Continued from Page 4)

Why can your continuing education not teach foreign languages and customs and cultures of the countries where you are traveling and working?

"Our Japanese business people study the language, the customs and cultures of the U.S., Canada, Western Europe and Southeast Asia, and we have been extremely successful in selling because we understand the people and their needs.

"Your people must give greater consideration to the study of languages and customs of foreign lands or you will lose in the competitive world markets."

"Its standard, in-line six-cylinder diesel engine is designed to meet a growing trend for additional diesel applications in the medium-duty truck group," Atwood stated.

The 165 net horsepower engine (155 h.p. in California models) is turbocharged to improve fuel economy at sustained highway speeds

and to assist in developing full power in high altitude conditions. The engine is equipped with an aneroid compensator to adjust fuel flow according to altitude for greater operating efficiency.

The new GM truck is equipped with a five-speed manual transmission with single and two-speed rear

axles available. It will be offered in four wheelbase lengths—142, 165, 181 and 197 inches—and gross vehicle weights of 27,500 or 29,700 pounds.

Tiltmaster and Forward trucks began arriving from Japan last month with shipments to dealerships beginning this month.



Chevrolet's 1984 medium-duty truck line is strengthened with the Tiltmaster, a low cab forward tilt-cab model. The truck is offered in four wheelbases and has gross vehicle weight ratings of 27,500 and 29,700 pounds.

Packard employees will write to Marines

Mary Ann Hudzik of the accounts receivable section of Packard Electric's Warren Operation enjoys writing letters. So much does she enjoy writing that she and nine of her friends from Packard's Warren Financial Staff plan to begin corresponding with an entire platoon of U.S. Marines stationed in Lebanon.

She got the idea for writing to the Marines from a letter written by the sister of a Marine which appeared recently in a Youngstown (Ohio) newspaper. (Article being viewed in photograph at right.) The woman wrote that her brother was part of the Dragons Platoon stationed in Beirut, and asked for people to write to the Marines in order to keep their spirits up after all the attention they received during the holidays.

"It moved me," Hudzik said, "and I wanted to do something." She added that although many people probably read the article in the newspaper, she felt that few would do anything.

Hudzik agreed with the Marine's sister that there frequently is a drop in goodwill after the Christmas holidays. "Goodwill toward

men doesn't have to end with Christmas," she said. "Some people kind of shut it off after the holidays."

Along with her nine friends,

Hudzik plans to send letters and valentines to the more than 30 young men in the Dragons Platoon. "We're starting out as a group and then we'll see where we go from

here," she explained. "This can lead to personal correspondence."

She offered to include letters from anyone from Packard Electric who would like to write to the Marines.



Marine letter writing group includes (left to right) Donna Vogel, Lisa Strasser, Ann Magdych, Cindy Alexander, Dorinda Sternburg, Jeanette Gardner, Sheryl Koziky, Monika Myers, Marlene Baumgarten and, center, Mary Ann Hudzik.

Packard couple posts 60 years

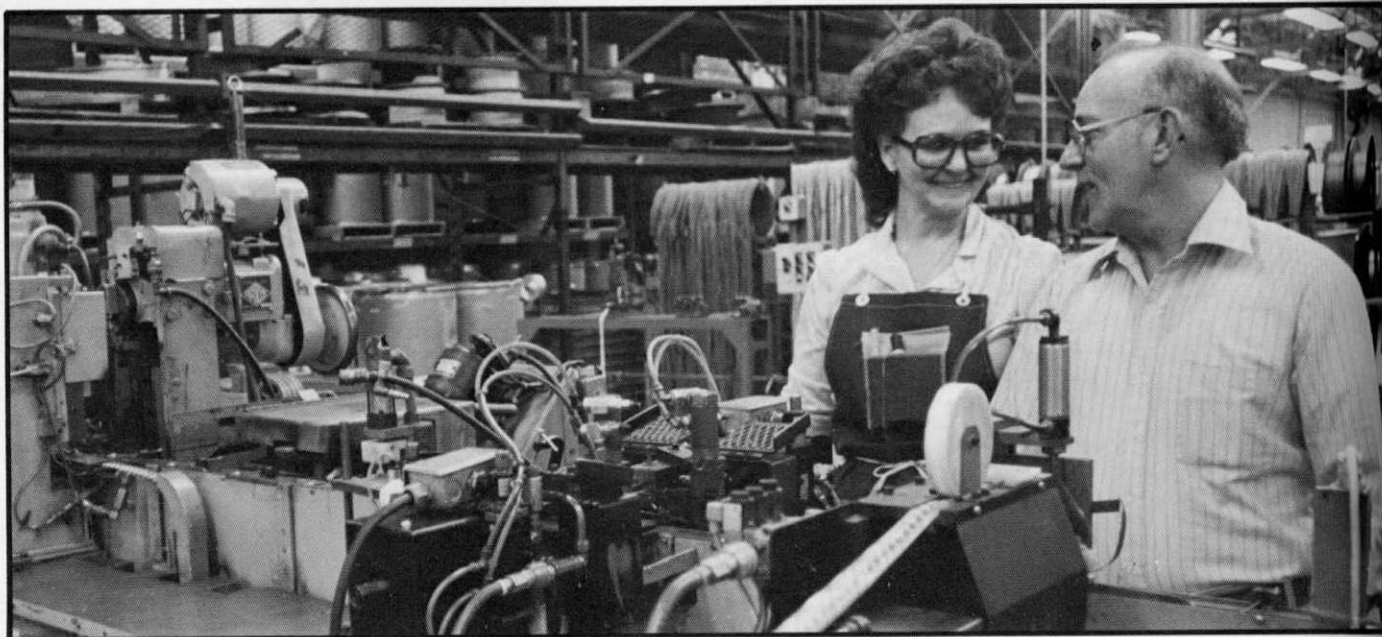
Delores P. and Donald A. Knight know the true meaning of togetherness. They are both cutters in Dept. 1261 and, when they retire this month, they will have more than 60 years of combined service to Packard Electric. Most of their time was spent working in the same department and for the past two years they have been working right next to each other on adjacent cutting machines.

"I really am here to work and not just to keep an eye on him or to watch after him," said Delores who began in 1953 as a conveyor operator in Dept. 425. "I do my job and he does his."

"We work together, we travel together, we go to church together," said Donald who at retirement will have completed nearly 31 years of service.

"A lot of people ask me how I can be around him so many hours," said Delores. "I love him so it doesn't bother me. We enjoy each other's company."

What will the Knights do after their joint retirement? "We have a



Delores and Donald Knight, cutters in Dept. 1261, are retiring this month with nearly 61 combined years of service working together at Packard Electric.

home in Florida and we're going to move there," said Delores. She added that they will probably wait until summer before selling their home in Warren and moving to their Florida

home located about 60 miles north of Tampa. "We're active in church right now and they need us over there," she explained.

The Knights, who were married

less than two years before they both were working at Packard, are looking forward to enjoying retirement. "Packard's been good to us," concluded Donald.

Wingfoot Express rides again!

(Editor's note: A scant six months after Packard historian Terry Martin drove his personally restored 1903 Packard from San Francisco to New York to commemorate the grueling original trip completed in 1903 by Tom Fetch and "Old Pacific," another vintage Packard has surfaced with a similar legacy based on endurance. A 1917 Packard Series E three-ton truck called the "Wingfoot Express" has been restored by The Goodyear Tire & Rubber Company. The following material is excerpted with permission from the January 19 issue of the **Wingfoot Clan**, a publication for the employees of The Goodyear Tire & Rubber Company.)

In April of 1917 Goodyear launch-

ed the long-haul trucking industry in the United States with the development of the Wingfoot Express.

The venture began with a five-ton Packard truck with a sleeping compartment and a Goodyear designed body. It was destined for Boston, Mass., to demonstrate the feasibility of interstate trucking on pneumatic tires.

Truck travel in those days was limited to short trips within city boundaries using solid rubber tires. Trucks did not run at night and did not exceed speeds of 10 miles per hour. It was rare for them to make a 40 mile trip. The proposal by Paul Litchfield, Goodyear plant manager in 1917, that a truck rolling on pneumatic tires could travel from

Akron, Ohio, to Boston, Mass., was met with disbelief.

The men who drove the Packard truck became experts at hauling themselves out of mud. Blowouts occurred every 75 miles and the truck traveled at about 15 miles per hour.

The trips to Boston were made carrying tires and shoe heels. The tires were destined for dealers and the heels for shoe manufacturers. The trucks returned with cotton cord for tires.

Future trips employed seven Wingfoot Express trucks, ranging from three- to five-ton models of White, Mack and Packard. The 740-mile run one way was pared down to 80 hours running time within a year.

Today the Wingfoot Express has been reborn with a 1917 Packard Series E three-ton authentic replica of the original trucks.

The project began in Dec. 1982 when Bob Stubenrauch, manager of Goodyear's photographic services, heard about a truck that was hemmed in by trees in a Bagley Minn., swamp. Stubenrauch bought the truck and had it restored.

The truck is Goodyear blue with a lighter blue canvas and the cab finished in oak.

The vehicle will be hauled to specific locations for scheduled events. When it is not traveling, plans call for the Wingfoot Express to be on display in the Goodyear Tech Center lobby.



Goodyear Wingfoot Express, a 1917 Packard three-ton truck, as it appears today after restoration.



Before restoration, this is how the Wingfoot Express appeared in 1982 shortly after it was found in Bagley, Minn.