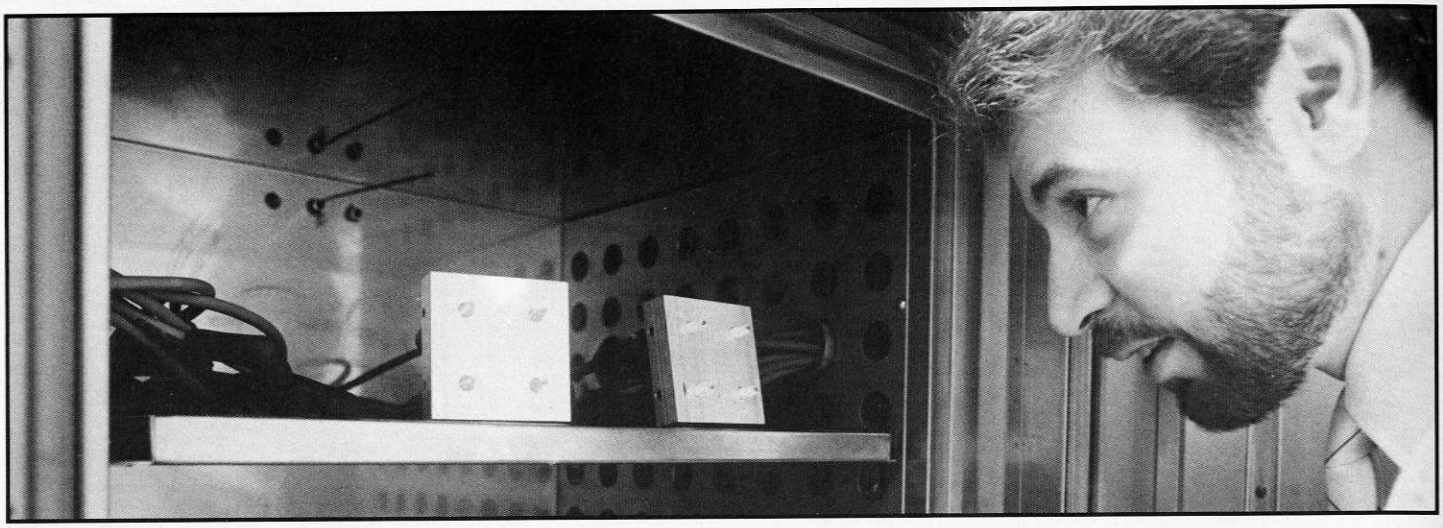
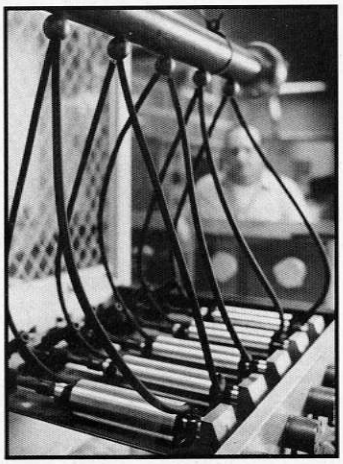
CABLEGRAM

PACKARD ELECTRIC

IGNITION TESTING



Above: Mike De Angelis, test engineer, monitors an ignition endurance tester. This test applies high voltage at elevated temperatures in order to simulate operation inside a vehicle.



On the cover: Tom Burdette, senior lab technician, monitors a step-up dielectric breakdown test for ignition cable. This test determines at what point the cable would break down when tested with high voltage.

Cover photo by Richard Clapp Photographic, Inc.

Packard Electric Cablegram

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SATURN CORPORATION

Does Packard Electric intend to hold its own in the competitive fray of the global ignition business?

You bet!

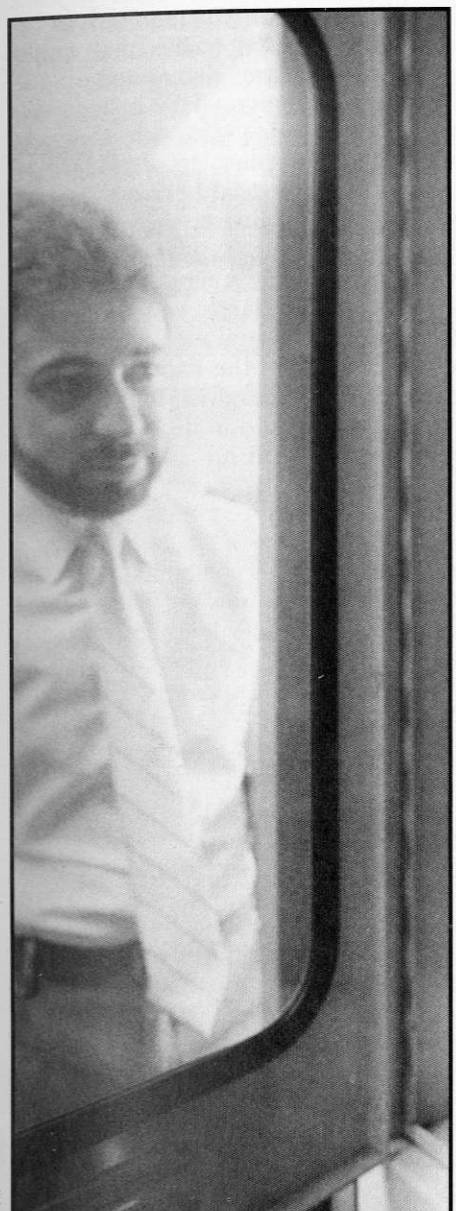


photo: Richard Clapp

Mike DeAngelis, test engineer, monitors ignition testing. Packard Electric validates ignition components and assemblies according to General Motors Product Compliance Procedures.

Say you buy a 1987 Grand Am tomorrow. You drive the car to and from work, and possibly a few other places each day. By 1992, you will have started that car more than 10,000 times. If you're like most consumers, you expect your car to start every time without a flaw.

You take your ignition wiring set for granted.

As the world's leading supplier of Original Equipment Manufacture (OEM) ignition wiring sets, Packard Electric can't afford to take ignition wiring for granted. Neither can its competitors.

"General Motors is seeing developments which could greatly change the configuration of the ignition set," said Tom Sinkovic, senior market analyst. "Advances in technology such as direct ignition and direct couple ignition will challenge Packard to redefine its role in the ignition business."

Currently the division supplies OEM ignition wiring sets for current model year cars, aftermarket ignition wiring sets for customers such as AC Delco and the Service Parts Operation, and bulk ignition cable and components to firms such as Standard Motor Products, Wells Manufacturing and Webb Wire.

OEM wiring sets make up the majority of Packard's ignition business, as they do for the division's competitors. Major competitors include: United Technologies supplying Ford; Prestolite supplying Ford, Chrysler and AMC; Yazaki supplying Nissan and New

(Continued on Page 4)

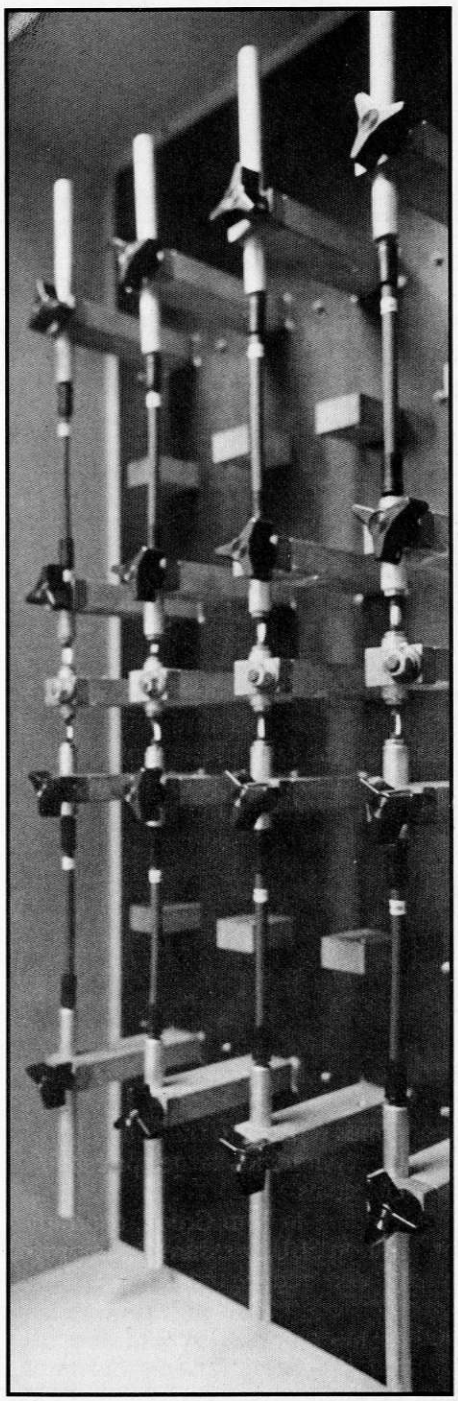


photo: Richard Clapp

Lillian Shaver, Dept. 352, assembles an ignition set.

Ignition

Competitors battle to see whose ignition assemblies will start the engines of the future

(Continued from Page 3)

United Motor; Sumitomo supplying Honda and Toyota; Promotora supplying Mexican engine plants and Bosch supplying Volkswagen of America.

Top priority

"Our number one priority right now is remaining competitive in the OEM business, because that's what makes up the bulk of the Ignition Strategic Business Unit's sales dollars," said Sinkovic. "We're facing the challenge of becoming cost-competitive. Our customers want us to share in their effort to maintain a competitive price level for cars and trucks."

To meet this challenge, the division had created the Ignition SBU so it could conduct long-range planning as an individual business. The Ignition SBU analyzes the marketplace to determine where Packard's ignition business stands relative to the competition. It also recommends target prices and financial goals.

According to Tom Green, coordinator, Ignition SBU, pressures to improve quality and reduce costs stem from three sources: customer expectations, studies internal to Packard Electric showing the need for improvement, and the aggressiveness of competitors in the ignition business.

"Our customers are making more demands now than we've ever seen in the ignition business to improve quality and reduce costs," Green said. "Meeting those demands is going to be a challenge."

North American battleground

According to Sinkovic, Yazaki and Sumitomo currently pose the biggest long-term threat to Packard's ignition business, as they each have a reputation for excellent quality; there is also the possibility that they will begin manufacturing in North America as more and more Japanese auto firms open vehicle assembly plants in the U.S.

United Technologies and Prestolite pose a more immediate low-cost threat. Packard Electric's costs run higher than its competitors', but the division partly offsets those costs by providing superior engineering services.

"We're not a build-to-print organization. Engineering services are one of the biggest advantages we provide for our customers," said George Finn, Ignition Systems. "If we didn't offer these services, our customers would have to create their own designs, and perform validation, field testing and laboratory testing themselves."

As GM's resource center for ignition products, Packard Electric validates individual ignition components and assemblies according to General Motors Product Compliance Procedures. The division is also continually seeking ways to reduce costs and make product improvements, even before the car divisions ask for them.

For example, when the car divisions began downsizing their vehicles, Packard Electric was able to respond by going from an 8 mm ignition cable to a 7 mm ignition cable.

"Space constraints required us to develop a smaller cable that could meet the standards demanded by our High Energy Ignition (HEI) voltage system," Finn said. "Also, our products will withstand hotter temperatures; we need to provide that because our engines tend to generate higher underhood temperatures when packaged with current body styling designs."

Some of Packard's competitors in the ignition business such as Prestolite often don't have the capacity to provide extensive engineering services, and therefore tend to be build-to-print suppliers. Still, firms such as these must be respected in any competitive scenario — while ignition makes up only four percent of Packard Electric's business, it makes up about 40 percent of Prestolite's business. This means firms such as Prestolite are very serious about doing whatever it takes to maintain their business, according to Green.

Future challenges

"We're going through considerable product changes right now to help us reduce warranty incidents and to prevent problems even beyond the warranty period," Finn added. "We've really changed our philosophy of design. We're asking ourselves questions about what the product has to do, and how we can make it more serviceable."

Design considerations will be greatly impacted by developments such as direct ignition and direct couple ignition. To accommodate direct ignition, the division has added greater ignition lead length, more component attachments such as clips, clamps and conduit channels, and more types of ignition wiring sets because the system can be mounted anywhere within the engine compartment.

Direct couple ignition involves

mounting the coil directly on the spark plugs, eliminating the need for ignition leads. This technology is still under development, but has the potential of proliferation in the mid to late '90s, according to Green. "This could have a major impact on Packard Electric," he said.

An evolving business

The evolution of the ignition business has already affected the division to some degree. In 1983, 100 percent of Packard's ignition sets were of the standard high energy ignition configuration first introduced on 1974 vehicles. By 1986 this figure had dipped to 50 percent, with downsized HEI and direct ignition making gains.

Packard Electric has the resources to respond to such imminent challenges, as well as more distant ones such as the prospect of laser ignition.

"I don't think there's anybody in the industry that has more knowledge of ignition products than Packard Electric does," Finn said.

"That knowledge will prove crucial if we are to successfully resolve some other key issues facing the ignition business," Green added. The Ignition SBU has identified nine crucial issues, such as gaining additional business by providing ignition assemblies for Mexican-built engines, shipping ignition assemblies to overseas customers such as Daewoo in Korea, and maintaining its North American GM engine business.

Mexico and overseas

Gaining ignition business in Mexico or overseas is particularly challenging for Packard Electric, which manufactures all ignition sets in Warren, Ohio. Engine business is expected to grow significantly in Mexico, with such customers as Honda, Ford, Volkswagen of America, GM, Nissan, Chrysler and American Motors. "Dealing with the Mexican engine business will be one of the biggest issues for the Ignition SBU going forward," Green said. "We don't have all the answers right now, but we're working on plans to address this issue, as well as all of the other key ignition business issues."

In spite of the stagnation of growth for North American ignition business in terms of car volumes, Packard Electric's ignition sales are still seeing a gradual increase due to more content. According to Green, the ignition set has gained so many more components that its complexity is approaching that of a traditional wiring assembly — with the resultant increase in labor-intensive work.

Currently, of the 407 Warren Operations employes involved in manufacturing ignition sets, 270, or 66 percent, are performing final assembly. This differs significantly from the situation five years ago, when the majority of the manpower was involved in supplying cable and components, and lead prep. Greater final assembly work entails greater cost.

"Not unlike our primary wiring business, we need to attack all three areas of cost in ignition — material, labor and burden — in order to become competitive worldwide," Green said. "The Ignition SBU will be helping to focus these cost reduction efforts. That's the only way for us to remain in this business."

photo: Richard Clapp

Jim Gray, Dept. 351, operates a High Energy Ignition (HEI) cutter with a double boot application. He checks the position of the boot on the terminal.

Competitor Profile

PRESTOLITE

- Major customers include Ford, Chrysler and AMC
- Subsidiary of the Henley Group

Prestolite manufactures ignition wire assemblies, battery cables and a diverse line of wire and cable products.

Prestolite's ignition business makes up 40 percent of its total sales, with four North American plant operations, and headquarters in Farmington Hills, Mich.

The company manufactures bulk ignition cable in Port Huron, Mich. and performs lead assembly in Tifton, Georgia. It purchases all other ignition components.

Prestolite's major strengths include a broad product line, competitively-priced products, diverse markets, competitive wages, product innovation capability and a good market reputation.

Prestolite plans to diversify into new markets. The company is pursuing an aggressive strategy of obtaining new Original Equipment Manufacture (OEM) ignition business.

On October 1, 1986, Prestolite Wire Corporation became a wholly-owned subsidiary of the Henley Group. Prior to this, Prestolite had been a division of Allied Corporation.

CABLEFOCUS

Some straight talk about finances

Divisional Comptroller Ray Connolly makes no bones about it — Packard Electric needs to spend its money wisely in the coming years.

General Motors' recently-announced decision to close 11 plants is the first phase of the corporations's reorganization and modernization program. General Motors is streamlining its operations in order to better position itself financially. GM intends to maintain capacity while simultaneously reducing overhead costs.

If GM can do more with less, Packard Electric needs to follow that lead by "getting more bang for the buck," said Divisional Comptroller Ray Connolly.

"We need to increase productivity at all of our locations in order to make the most of our human resources, as well as getting the most output from our machinery and equipment," he said.

Connolly pointed to the need to conserve capital by prioritizing needs and making current machinery and equipment last longer. With capital spending restrictions in place, the division needs to search for ways to spend that money better.

Packard Electric's capital spending limitations stem from the corporation. Each year's capital spending target is to some extent governed by GM's profitability during that particular year, according to Connolly.

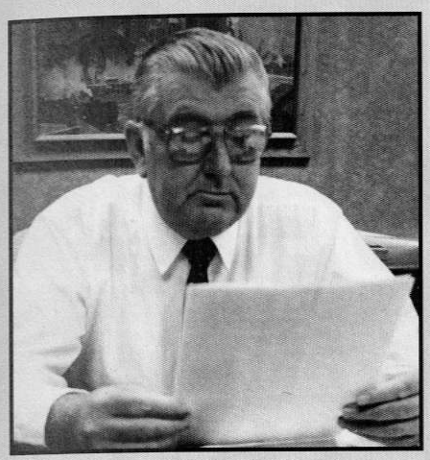
"We recognize that we don't have unlimited resources. We must prioritize our needs, resulting in the ability to better provide for those needs," he said. "For many years Packard Electric has expended as much effort as possible in order to enhance its financial position in the eyes of the corporation. We need to continue those efforts as we go forward."

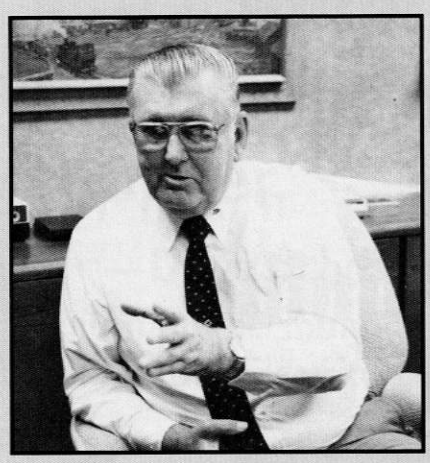
Top priorities

Some of the division's top spending priorities for the coming year include: increasing cablemaking capacity, acquiring state-of-the-art wire drawing equipment, and expanding the capacity of the division's Mexican Operations through the addition of Mexico East Operations at Nuevo Laredo.

"The Mexican Operations are a vital part of our drive toward competitiveness," Connolly explained. "Its continued growth supports jobs here in Warren and in Mississippi. One reason we're growing is that newer cars require more wiring assembly content. There will continue to be an increase in the amount of wiring in automobiles as the demand for electrical and electronic options increases."

Saving money by eliminating unnecessary costs is equally important as spending it on the right projects. Cost-saving priorities include reducing





"There are vast opportunities for improving our productivity and lowering our costs. It will take some innovation, imagination and some plain hard work." — Divisional Comptroller Ray Connolly

photo: Reilly

scrap, eliminating premium transportation and producing only what is scheduled to prevent excess or obsolete products.

This can prove to be a delicate balancing act. On one hand, producing only enough to meet schedules reduces the cost of inventory and scrap. On the other hand, having plenty of product ready to go when it's needed reduces premium transportation costs. The trick is producing only enough to meet schedules without falling behind and incurring premium transportation costs.

This is where the Exellence concept fits in. "There's no question about it — if we strive to do everything right the first time, every time, we would be able to produce exactly what is needed, when it is needed," Connolly declared. "There are vast opportunities for improving our productivity and lowering our costs. It will take some innovation, imagination and some plain hard work."

As a business, Packard Electric alone could rank among the top 150 largest industrial corporations in the U.S.; therefore Packard Electric spends a substantial amount of money.

"If we want to be competitive, we've got to spend that money wisely," Connolly concluded.

Financial fundamentals

Profit — *the result of selling a product at a price which exceeds the cost to produce it.*

Loss — *the result of selling a product at a price which is less than the cost to produce it.*

Costs — *the amount of money required for labor (wages, salaries and benefits) and services (items such as utilities and rentals).*

Net income (earnings) — *the amount left after taxes have been paid.*

Profit margin — *net income expressed as a percent of sales dollars.*

Sales — *the money a company has received for the goods and services it sold.*

Investment — *the amount of money required to provide the necessary land, buildings and equipment to build products.*

Market — *customers who buy a company's product.*

Stock — *a certificate evidencing the holder's extent of ownership in a company; provides for a company's investment.*

Dividend — *the amount paid per share per year to holders of stock (usually made in quarterly installments).*

Capital spending — *the money a company invests in plants, machinery and equipment.*

Packard defeats global competition in gaining Saturn business

PACKARD ELECTRIC

by Patricia Reilly

When the first Saturn comes off the line in 1990, it will have a Packard Electric electrical power and signal distribution system in it. After narrowing its search among the world's best suppliers of electrical power and signal distribution systems, Saturn Corp. chose Packard Electric to become a partner in producing what Saturn intends to be the best-built car in the world.

"We went head to head with our competition, and we won!" said Dave Schramm, Saturn project manager for Packard Electric.

"Saturn was looking for a long-term partner to share in gaining the competitive edge," he continued. "They were looking for more than just low costs. They chose Packard Electric because we're the best full-service supplier."

Saturn's global search screened potential suppliers through a two-phase process. All suppliers underwent a survey of their management skills and attitudes, as well as their technological capabilities. This ensured that those suppliers who passed the first phase had a management style compatible with Saturn's people-oriented philosophy.

After the first phase sorting process, Saturn challenged the remaining suppliers to create a complete electrical power and signal distribution system proposal based on generic specifications. This put all potential suppliers on equal footing. In addition to the proposal, suppliers submitted a complete business plan for the package.

Setting sights on success

"We put together a design package and business plan based on our best cost scenario," Schramm explained. "We knew what we were up against. My team and I set our sights on gaining the business without taking failure into consideration."

With only six weeks to complete the entire project, Schramm and his hand-picked team generated seven books' worth of data, each more than an inch thick, in addition to a full set of prints and all supporting cost data. True to Schramm's philosophy of their mission, they turned it in a day early.

Team members included Chris Burns and Dick Kidd from Product Engineering, Dave Peterson from Manufacturing Engineering, Val Clupper from the Financial staff, Ron Klotz from Reliability, George Stevens from Materials Management and Jim Walker from Manufacturing.

"We set our sights on gaining the business without taking failure into consideration." —Schramm

"We were a small, dedicated group," Schramm said. "We considered ourselves mono-maniacs with a mission — we were going to get that business."

Schramm cited the aid of representatives from all staff areas as "crucial to

SATURN CORPORATION

"We're the best full-service supplier."

—Dave Schramm, Saturn project manager for Packard Electric

obtaining this business. The entire Packard organization was there — people from Warren, Mississippi and Mexico — ready to prove that Packard is the best in the world. When I called for help, I never had to ask twice."

Mission accomplished

In the face of fierce competition, Schramm's team and Packard Electric emerged with the loudest vote of confidence; Saturn gave them the business.

With a June 1990 target date and an initial projected annual volume of 250,000 vehicles, Packard's service to the Saturn group has only just begun. Schramm noted that as the designated partner, Packard Electric now needs to work closely with Saturn to develop vehicle specifications and a complete vehicle processing plan.

"Developing these specifications from a clean sheet of paper will be a major challenge for us," Schramm noted. "It's a new customer and a new car line. We'll be starting with the cream of our past experience, including lessons learned from supplying New United Motor and Volkswagen."

Throughout the process of bidding for the Saturn business, Packard viewed Saturn as a non-allied customer. The division never assumed it had an advantage over any other supplier, and indeed, it didn't. Packard placed a resident engineer at Saturn to support the effort to gain the business.

The Excellence concept will also come into play going forward, as the division forges a relationship with its new customer. Schramm said all six Absolutes of Excellence would help to make the Saturn experience a success.

"We're in business to support our customers to sell cars," Schramm said. "The more vehicles we sell, the more electrical power and signal distribution systems we sell. The final customer is the person who walks into the dealership to shop for a new car. We don't just design electrical power and signal distribution systems to go into a box. We design them to work in harmony with the vehicle processing and for serviceability."

Leadership

Schramm said that earning the Saturn business demonstrated the division's commitment to Excellence and willingness to sacrifice to get the job done. Saturn represents more than another business opportunity for Packard; it exhibits the division's leadership in the design and manufacture of electrical power and signal distribution systems.

That leadership will come in the form of maintaining technological dominance, controlling costs and listening to the customer.

"Our team looks at every dollar we plan to spend relative to Saturn's window sticker," Schramm said. "We're Saturn's partner now. We're not selling electrical power and signal distribution systems, we're selling vehicles."

As Saturn's partner, Packard cannot assume that the waters ahead will provide smooth sailing. Business gained today isn't safe from competitive threats tomorrow, Schramm said. Packard must remain a step ahead of the competition in order to exceed its customer's expectations.

"Saturn needs to be successful for the sake of General Motors Corporation," he added. "We at Packard Electric have a responsibility to make sure Saturn is successful. I'm convinced we have the ability to do that."

When Packard Electric decided to become the first complete component division to be affiliated with General Motors' Supplier Performance Evaluation and Reporting program, that sent a clear message to the division's suppliers.

SPEAR means business

General Motors uses many sophisticated techniques to monitor quality — Statistical Process Control and machine vision among them. One of GM's more useful tools, however, has a rather primitive-sounding name. It's called SPEAR, and it's the latest weapon in Packard Electric's arsenal in the battle against quality problems.

Far from being primitive, SPEAR (Supplier Performance Evaluation and Reporting) is GM's most advanced method of objectively evaluating its supplier network. With more than 450 product suppliers, Packard Electric has embraced the program enthusiastically.

"SPEAR is driving the responsibility for quality back to the supplier. We can't make a top-quality product unless what we get from our suppliers is also of top quality," said Ron Kingen, superintendent, Quality Control and Supplier Quality Systems. "Using the SPEAR ratings will result in fewer problems for us. When our suppliers achieve a good rating level and have an excellent quality history, we don't have to reinspect their parts when they come in."

SPEAR surveys determine how suppliers should be rated. The survey examines areas such as use of Statistical Process Control, measurement error of inspection equipment, quality improvement plans, process capabilities, product tolerances and use of a quality process.

Ratings

GM uses the SPEAR survey to rate suppliers on a scale from one to five, with the following distinctions between categories:

SPEAR 4 and 5: These ratings are given to suppliers whose quality systems and/or quality performance do not meet GM's requirements. Immediate corrective action is required. If existing suppliers do not respond, they will be dropped by Purchasing.

SPEAR 3: This rating is given to suppliers who meet the basics of GM's quality system and performance requirements. This was the normal level for new suppliers to GM that have 'good' quality programs.

SPEAR 2: This rating is given to suppliers who not only meet SPEAR 3 requirements but, in addition, they have documented machine/process capabilities and Statistical Process Control techniques in place.

SPEAR 1: This is the best survey rating. It includes suppliers who meet the SPEAR 2 requirements, plus have a quality performance in the top 10 percent of all GM suppliers providing a similar product. Also, all significant tests are performed in-house, and process control techniques are being used at their suppliers' facilities.

Packard Electric's goal is to have as many suppliers as possible achieve a SPEAR 1 or 2 rating. Ultimately, expansion of the SPEAR rating system should result in fewer quality problems, according to Kingen.

Currently the division has 47 suppliers whose quality history and SPEAR rating is good enough to allow them to ship-to-production. Ship-to-production suppliers must have a SPEAR rating of three or better. They must also have an excellent quality history, no significant ongoing quality problems and a Supplier Quality Index rating of at least 140 on a scale to 145.

A challenge

"Under the SPEAR system, GM suppliers need to work with only one GM division to determine their rating, even if they supply other divisions. That eliminates repetition," Kingen explained. "We work with suppliers who need to improve their ratings, and continue to help them if they make progress. If they make no effort to improve, Purchasing will drop them as a supplier."

Last year Packard Electric became the first fully-participating component division to be SPEAR-affiliated. Kingen said this would focus efforts related to Packard supplier performance, and would assist the division in making sourcing decisions.

"The biggest challenge for us right now is that there are more suppliers who need to be surveyed than we have resources to survey them," Kingen added. "That's one reason we joined the corporate SPEAR program — a number of our suppliers already have SPEAR ratings at the corporate level, so we can utilize our manpower more efficiently."

Packard Electric's Purchasing Department has asked that the division's suppliers have specific plans made to allow them to achieve a SPEAR 2 rating in 1987, according to Tom Shepherd, Purchasing. This parallels

photo: Magee

Dwayne Bates, general production supervisor, North American Plastics, inspects plastic products.

requirements set forth by two of GM's new car programs — the GM-10 mid-sized car program slated to debut in the 1988 model year, and the Saturn small-car program set for the early '90s.

Suppliers already rated a SPEAR 2 at the corporate level can be added to the division's roster of suppliers to help meet the SPEAR 2 objective, Shepherd noted. Packard has informed all new suppliers that they must achieve at least a SPEAR 2 rating to gain any of the division's business.

"We feel that all suppliers to Packard Electric should have a SPEAR 2 rating, because that's what is expected of us at the corporate level," Shepherd said. "The SPEAR program gives us a common means of evaluating each of our suppliers. It helps us to determine supplier needs in various quality improvement areas. If our suppliers fall short in certain areas, we offer training to help them become qualified."

Shepherd said that Packard Electric intends to honor its commitments to existing suppliers as long as they have quality plans in place and show evidence of progress toward the SPEAR 2 objective. Currently, the division is focusing its attention on those suppliers who have the greatest dollar volume of business.

"We feel that with SPEAR 2-rated suppliers, we can achieve a World Class Quality supplier network by 1988," Shepherd concluded.

North American Plastics becomes the division's first supplier to achieve a SPEAR 1 rating

by Deborah Kearney

North American Plastics, Inc. of Madison, Miss. has been recognized by General Motors as a SPEAR 1 supplier to its Packard Electric Division. Fewer than 100 suppliers have achieved the SPEAR 1 award out of approximately 5,500 suppliers to General Motors. This is the first Packard Electric supplier to achieve the SPEAR 1 rating.

North American Plastics provides thermoplastic compound to Packard where it is made into PVC cable insulation and molding material for grommets.

To be named a SPEAR 1 supplier, North American Plastics demonstrated its superior statistical process control implementation in the area of product quality over a period of three years.

John Martin, director, Materials Management, Jack Ellsworth, divisional buyer, Purchasing, and Ron Kingen, superintendent, Supplier Quality Systems, presented the award.

Kingen stated, "Over the last three years, North American Plastics has demonstrated its commitment to provide Packard Electric with material that exceeded our expectations. That has earned them this SPEAR 1 rating from General Motors."

Ellsworth added, "North American Plastics accepted the challenge of a creative partnership which we presented to them several years ago, and they've met that challenge. They deserve this SPEAR 1 rating for their work."

John Chew, president, North American Plastics Inc., said, "This SPEAR award from Packard Electric recognizes the hard work and dedication to quality our employes put forth daily. It is with great pride that I accept this award with them.

"This award recognizes and reinforces our company's commitment to product quality excellence."

He walks briskly on the roadside, a firm grip on the leashes that restrain his canines. As cars drive by, he smiles and waves. To his wife, he's known as "Virgil." To Packard-Clinton employes he's know as

"The man with the dogs"

by Mary Katherine Sheffield
Packard-Clinton
Public Relations

One man has probably done more to improve the morning moods of Packard-Clinton employes than either Wheaties or the first cup of coffee. That man is Virgil Tomlinson — better known as "the man with the dogs."

That's how most employes who don't know him personally refer to him. But those who have been receiving a daily smile and wave from him say it's definitely the highlight of their morning drive to work.

Tomlinson and his wife Mary Frances have lived in Clinton, Mississippi since 1963. They acquired their rambunctious canines in 1974 when they took them in as strays.

Tomlinson, a retired highway patrolman, gets up every morning at about half past six, puts the coffeepot on, and takes his dogs for a walk toward the Packard-Clinton complex. Since a previous stroke, Virgil says that walking and waving to the cars as he goes has helped to restore his strength and dexterity.

Virgil Tomlinson and his dogs brighten the morning drive to work for many Packard-Clinton employes.

photo: Magee

For months Packard-Clinton employes wondered who it was that greeted them so cheerily each morning from the roadside. It became a ritual question within Plants 21/22 and 24: "Who is that man with the dogs?"

A recent **Wiretapper** interview solved the mystery for the employes, as the Tomlinsons told their story. Said Mary Frances Tomlinson, "When Virgil goes off to deer camp, I often walk the dogs for him. People have actually stopped me on their way to work to ask if he's okay."

Both Tomlinsons declare that after these dogs are gone, there will be no more. When asked how they could pass up another lonely, hungry stray, they answered with only a knowing smile. One thing they've promised — dogs or no dogs, Virgil Tomlinson will continue to walk each day, waving to cars carrying people to the Packard-Clinton plants.

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