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Packard directors discuss division's people power

More than 180 of Packard Electric's managers received an retrospective look at how the division has gained and how it will continue to progress through "Packard People Power" when they attended the division's Management Conference last week at Champion High School. Elmer Reese, Packard general manager, and five of the division's directors explained how the potential of Packard employes is effectively being realized and expanded in their respective departments.

Planning . . leading . . managing

Reese set the tone for the conference by noting the human resources which are available to Packard Electric.

"When we speak of Packard People Power we are talking about potential for excellence on a grand scale—over 24,000 people worldwide," he emphasized. He explained to the Packard managers that the key to unlocking this potential is planning, leading and managing.

"You can make it happen," he charged the managers. "You, with a commitment to excellence, can use our potential to achieve World-Class quality by being World-Class people."

Packard People Power

Ken Olthoff, Packard's personnel director, explained that human resource management is a critical area for the successful business future of the division.

"In a growing number of examples our people are leading us towards innovation," he said. "People power is a significant force."

He cited involvement as the key to employe job satisfaction, and the key to Packard's competitiveness. As examples of the division's employe involvement, Olthoff referred to the self-management groups at Thomas Road, the new Hi-Tech toolroom and the SPC and EPG groups "working together to improve productivity and quality."

Olthoff did not overlook development of human resources as crucial to Packard's competitive success. In addition to a recently introduced technical career path program he also told the Packard managers, "We continue to channel tuition refund and training dollars into the areas that will help both salaried and hourly employes advance." He explained that Strategic Business Unit (SBU) teams are also helping the division stay competitive in the future.

He stressed that motivational seminars in place at Packard's Brookhaven plant illustrate the division's recognition of the need for job satisfaction. Olthoff explained that executive development programs at major universities broaden the scope and experience level of Packard's management team.

"People Power drives our competitiveness," Olthoff emphasized. "Our people will play the key role in the future success of our business. Get them involved. Develop them," he challenged the management group. "A healthy and growing division depends on it!"

Beyond business planning

Bill Turner, General Sales manager, explained to the management group that strategic management has evolved at Packard into a dynamic process employing a matrix management system. "There is a line organization that is responsible for running the business, and Strategic Business Units (SBUs) that are responsible for planning."

He added, "Our strategic management structure assures that

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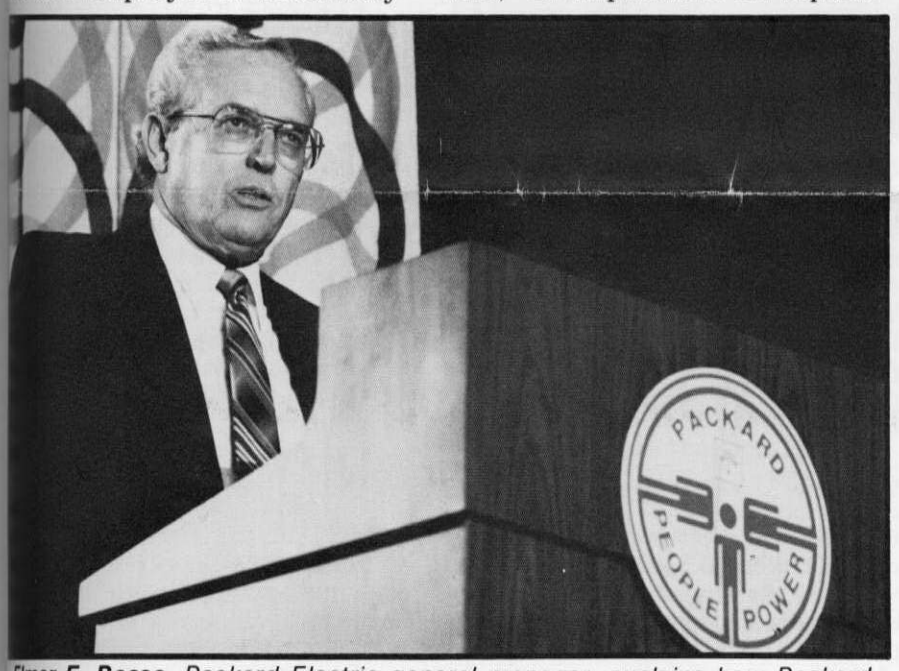

*Elmer E. **Reese**, Packard Electric general manager, explains how Packard people represent a "potential for excellence."*

Taylor to retire as PR director

Packard Electric Division General Manager Elmer E. Reese has announced the appointment of Patricia K. Hawkins as Director of Public Relations, to succeed Mary Jane Taylor who will retire Dec. 31, 1984.

Hawkins has been Director of Public Relations at General Motors Guide Division (now Fisher-Guide). She will join the Packard organization on Nov. 1, 1984, and will become a member of the Executive Committee, reporting to Reese.

Hawkins began her GM career with the Hydra-matic Division in 1972 and worked in various Public Relations assignments prior to promotion to manager of Hydra-matic Public Relations in September 1979. In 1982 she moved to Guide Division in Anderson, Ind. as Director of Public Relations.

She attended Eastern Michigan Univ., and is a graduate of Simmons College (Boston) Management Program and the Anderson (Ind.) Leadership Academy.

Her community activities include membership in the Anderson Area Chamber of Commerce, serving on the Legislative and Direct Washington committees. She has served with the Madison County, Ind. United Way Allocations Committee and is co-chairman of Small Business Contributions for the 1984-1985 United Way Campaign. She is also a member of the GM Public Affairs Committee, the GM Management Club, the Indianapolis Women's Press Association, National Federation of Press Women, and the Madison County and Indianapolis press clubs.

Taylor, a graduate of Ohio State Univ., came to Packard in 1976 as

(Continued on Page 4)

Mary Jane Taylor

Patricia K. Hawkins

Newsbriefs

GM employes return to work

About 2,000 GM hourly employes in the U.S. on indefinite layoff are scheduled to return to work, beginning this week, at components operations to help support planned vehicle production increases. GM has also scheduled overtime at six car and two truck assembly plants in the U.S., mostly on two shifts.

Yugoslavian cheapie

Next spring, the lowest-priced car in the USA will be made in Yugoslavia. The Yugo 55, a four-passenger, four-cylinder minicar, will sell through East Coast dealers for $3,990. Only 35,000 cars will be imported the first year to be sold through 90 to 100 dealers in the Northeast and Florida.

Etc. and Misc.

Volkswagenwerk AG is expected to sign an automobile production joint-venture contract in China this week, according to the **Wall Street Journal.**

Renault, the French state-owned automaker, said its first half deficit — approximately $388 million — was more than double its 1983 full-year loss.

International Harvester Co., which already has pared its operations sharply, is devising a plan to cut costs an additional $50 million in hope of posting a profit in fiscal 1985, according to the **Wall Street Journal.**

Chrysler raising/VW lowering

Chrysler Corp. said it would raise prices on its 1985 models by an average of 1.2 percent, or $125. Meanwhile, Volkswagen of America said the prices of its Sirocco Sports Coupe and Quantum GL5 Sedan and Quantum Wagon would decrease, while prices for Vanagon Camper and Cabriolet models would go up. The net effect of the VW pricing is a decrease of 0.2 percent on base vehicles.

Chrysler engine investigation

Federal safety officials have opened an informal investigation into possible engine problems in 2.7 million 1978-84 Chrysler cars and pickup trucks, according to the **Detroit News.** The vehicles, equipped with 1.7 or 2.2 liter engines, are being investigated because of consumer complaints of engine stalling and throttle sticking.

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Mark Rollinson, editor
Michael Hissam, associate editor

Mississippi editors:
Beth Magee, Clinton
David Eckman, Brookhaven

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

Brookhaven evaluating cutters

by Patricia Reilly
Public Relations intern

Six quick change CS-9 automatic Artos cutters have been installed on an experimental basis at Packard Electric's Brookhaven, Ms., plant, to evaluate their potential for eventually reducing the cost of lead prep operations throughout the division.

Brookhaven employes began the certification test with four cutters in July, and added two more in September. Currently they have five LAT cutters and one AT cutter.

"It has been an experimental period of time that we've gone through," said Chris Duda, general supervisor, Process Engineering. "We experimented with the cutters themselves and certified them. The next portion of time is allocated to honest-to-goodness runs, job definitions and the man-to-machine ratio."

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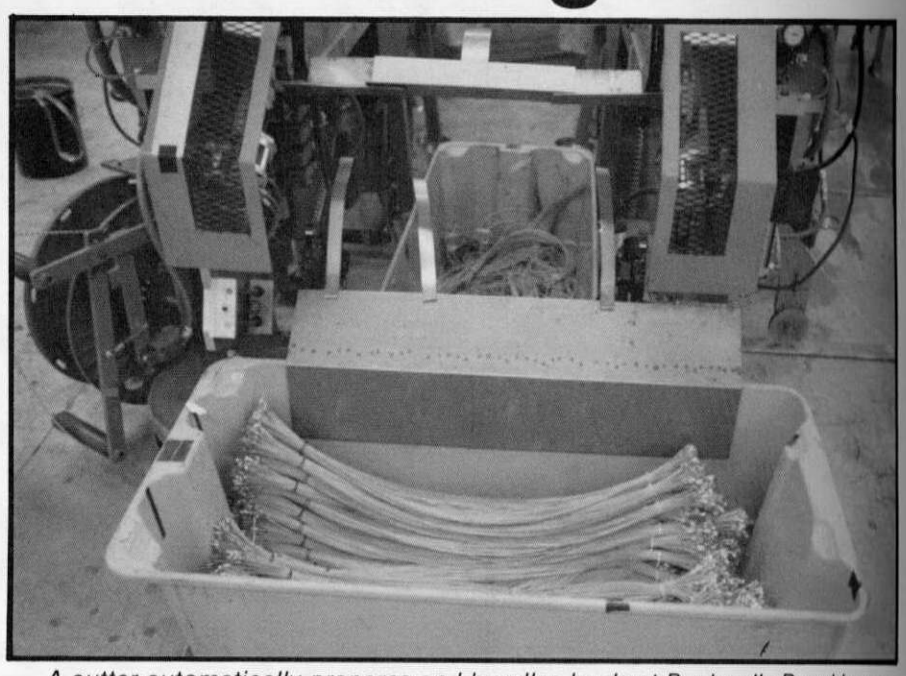


A cutter automatically prepares and bundles leads at Packard's Brookhaven, Ms. plant. Six cutters are being evaluated on the basis of potential lead prep cost reduction and productivity.

'Packard People Power'

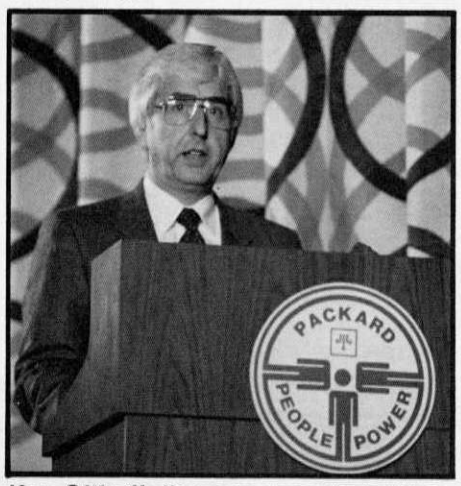
Managers discuss people potential

(Continued from Page 1)

planning is coupled with a broad overview of the opportunities and hazards of the marketplace, while maintaining attention to the major divisional objective areas of growth, competitiveness, quality, technology and quality of work life (QWL)."

Information is power

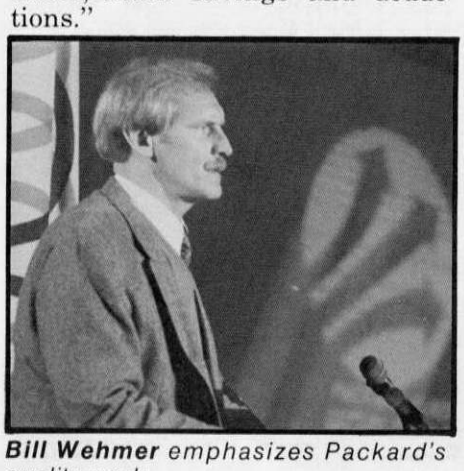
Jim Revoir, director of Management Information Systems, said that Packard People Power is being expanded dramatically by computer technology. "Our computers perform several million calculations every second, processing billions of characters of data for the thousands of programs we use every day."



***Ken Olthoff** discusses people involvement and development.*

Revoir noted several examples where the division's computers are helping more than 3300 people daily throughout the division.

He asked the Packard managers, "Imagine the complexity of payroll alone . . . with such considerations as pay rate, shift premium, overtime, vacation, paid absence allowances, stock savings and deductions."



***Bill Wehmer** emphasizes Packard's quality goals.*

***Bill Turner** explains Packard's strategic management.*

He continued by rhetorically asking how the division's foremen, as another example, could function without the computer on-line access for current routings, tooling, expense material, items, cutting charts and finished goods inventory.

"The new VIEW 1200 Automatic Optical Micrometer allows for more and closer sample inspections of the 15-20 million metal parts produced at Plant 11 each day."

Revoir concluded that Packard's computers will play an expanding role in making the division a world-class organization.

World-class quality

Bill Wehmer, director of Reliability and Quality Control, stressed that the division's quality goal must be perfection. "Anything else is unacceptable."

He explained that Packard's .4 warrant incidents per vehicle might not distress many of the managers. "But that translates into 2,700,000 wiring warranty incidents—or 2,700,000 potentially dissatisfied customers. Not good enough."

Wehmer noted that the division has established a goal of .06 incidents per vehicle by the 1988 model year. He added that Packard is striving for 100 percent conformance to specifications by Dec. 1985.

The plan Wehmer outlined for attaining the quality goals established for the division is based on small action teams in each key improvement area. The areas of improvement are: bulbs, crossed wires, disconnects, lead prep, misidentification, product damage, routing/harness protection, unseated terminals, cooperative involvement, Just-In-Time, Statistical Process Control and suppliers.

When a problem is discovered, he explained, the team defines its scope and impact, causes, corrective actions, short- and long-range solutions, and identifies who must be involved.

"Each of you must be committed to the attitude that we can—and we will—achieve World-Class quality."

Finances and forecasting

Ray Connolly, divisional comptroller, told the Packard managers that accounting is no longer a world for "bean counters," because the function has become complex, the tools have become sophisticated and the need for interdepartmental interaction and assistance has grown.

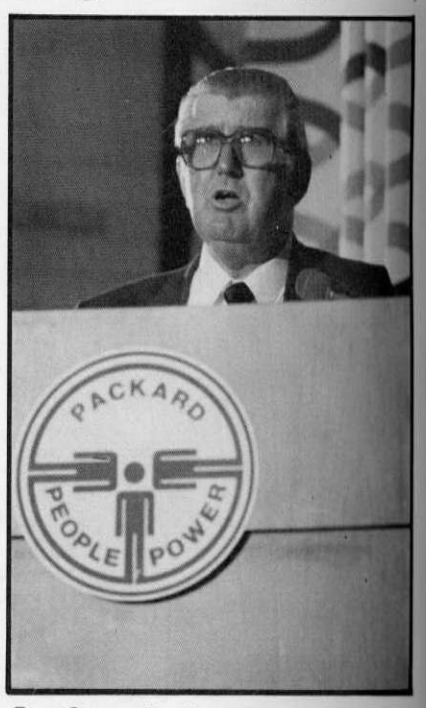
Connolly explained how Packard's need for financial data gathering, analysis and reporting has grown as the division has expanded into a worldwide operation with its many locations.

"Our people have responded with innovative approaches," he noted.

"One area of significant growth due to the tremendous potential savings is the coordination of tax and customs activities," stressed Connolly.

He concluded by expressing his confidence in Packard's people and specifically those managers in attendance to meet the division's challenges.

"I am totally confident that the Packard people right here will prove they are the most powerful management team in GM."



***Ray Connolly** discusses importance of people interaction.*

'SBUs are making us much smarter'

SBUs plan for Packard's future

Packard Electric will be relying heavily on strategic planning to face the very competitive and challenging times ahead, according to Jerry Florence, Packard's Business Planning manager.

"Strategic planning is trying to help the corporation allocate its precious resources," explained Florence. "I'm the guy who helps fine tune the planning process to facilitate, to consult, but I do not write strategy. Elmer (Packard Electric General Manager Elmer Reese) is the key. He is the chief strategist of the division. He is the focal point."

Strategic Business Units

Critical to Packard's strategic planning is the success of the division's four Strategic Business Units (SBUs) and the New Products Planning Team which were created about two years ago.

Each of Packard's SBU teams places its effort in a different area of the division's operation—Assembly, Component, Wire and Cable and Ignition. The New Products Planning Team, which focuses on new products, concepts and technology development, is structured identically to the SBUs. The New Products Planning Team will be featured in the December issue of **Cablegram.**

"SBUs are for planning only," according to Florence. "We decided to do a matrix system which means we have a line organization and the SBU organization." He added that SBUs allow Packard to focus on and allocate suitable resources to a particular business.

Each of Packard's SBU teams is co-chaired by a manager and an executive staff member. They also have a full-time coordinator and representatives from each staff area. The representative from each staff area on Packard's SBUs serves two purposes, according to Florence—as an expert from the staff area represented, and also as a "communication pipeline" back to the individual staff.

Business segment/Strategic Business Unit

"There is a difference, in my opinion, between a business segment and a strategic business unit," noted Florence. He added that the difference and the importance of effectively establishing SBUs lie in recognizing various and distinct market arenas for products.

***Jerry Florence** notes that Packard Electric's commitment to business planning represents an investment in the future.*

"Take for example, the ground transportation wiring industry—automotive and non-automotive. We sell products that go into that particular arena," Florence explained. "Technically we're probably only one maybe two SBUs at the most because that really encompasses our product line."

Florence added that a common pitfall in industry is to make every business into a SBU. "I don't think that's the case (at Packard)." He explained that some businesses may represent a subsegment of a larger arena.

"Each SBU is charged with the responsibility of looking at its business and understanding the threats and the opportunities," explained Florence. He added, however, that despite the wide range of expertise from the various staffs the SBUs frequently explore their individual businesses by tapping resources outside their SBU, Packard Electric and the Corporation. "You can't operate in a vacuum," stressed Florence.

Florence explained that each SBU meets weekly as a group. He added that the SBU managers, coordinators and himself meet monthly with the executive committee.

"I think the point is that there is a big com-

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SBUs focus on different businesses

Assembly

"Our major challenges from an assembly SBU standpoint are competitiveness and quality," said Bob Dettinger, Assembly SBU business planning coordinator. "The competition is very formidable."

The Assembly Strategic Business Unit directs business planning for signal and power distribution assembly systems.

"We set the strategic direction of the future," Dettinger said. "We do that by assessing what Packard is all about, and by also looking at the competition. This will lead us to the Packard of tomorrow."

"Our long-range goals are to remain number one in market share and to increase that market share," Dettinger explained. "We want to maximize sales and profit while becoming more competitive and retaining our social commitment to our employes."

Packard has a 70 percent market share of North American wiring assembly system sales, and a 21 percent market share worldwide when Packard Electric Reinshagen business is included.

The assembly SBU hopes to expand business in such markets as GM North America, GM worldwide, other North American automotive groups, other worldwide automotive groups and additional transportation groups.

"We feel one of our biggest

(Continued on Page 4)

Component

"Our challenge is to define accurately the business we're in and to develop a more external market point of view," said Pat McCart, Component SBU manager and director, Warren Operations, Cables and Components. "Hopefully our efforts will result in our spending money on the right kind of development projects so that we're better prepared to meet the future needs of both Packard Electric and General Motors."

The Component Strategic Business Unit has examined current and potential market segments for connection systems, which include:

- GM electrical connection systems
- GM electronic connection systems
- GM device side connection systems
- North American non-allied ground transportation connection systems
- United States non-automotive electrical/electronic connection systems

Current projects coming to fruition with SBU input are Plant 11's new automated insert molding process and new insulation displacement terminal manufacturing.

The SBU has also used market research firms to gain knowledge of potential markets for Packard products. In addition, a consulting

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Ignition

"One of the biggest contributions of the Ignition SBU is coordination of planning activities related to the ignition business," said Larry Brown, business planning coordinator and Ignition SBU representative. "The process is evolving, and our challenge is to define and implement the methods and procedures that work best for us."

This strategic business unit has responsibility for developing objectives and strategies for ignition products including:

- ignition cable
- metal, plastic and rubber components
- assembled leads and sets
- packaging for the aftermarket

"Our planning must take into account the fact that the ignition business is a small piece of Packard's total business," Brown explained. "At the same time, ignition products represent a good-sized stand alone business and justify the development of a comprehensive business plan."

The Ignition SBU intends to improve the future contributions of the ignition business. "We can do this by taking advantage of our strengths and capitalizing on our competitors' weaknesses," Brown said. "We must also improve on our weaknesses if we are to maintain a strong competitive position."

One of the objectives of the Ignition SBU is to protect current

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Wire & Cable

"Two years ago if an SBU had walked into the room we wouldn't have recognized it," said Dick Huibregtse, manager, Divisional Process Engineering. "Now we are one."

Huibregtse also serves as manager and co-chairman of Packard Electric's Wire and Cable Strategic Business Unit. The job of the SBU is to develop and recommend business strategies for automotive cable, copper rod and printed circuits.

"Cable is one of the base businesses at Packard," said Huibregtse, "while our biggest customer is internal to Packard—that is the Wiring Assembly SBU—we do have some outside sales. We have been working to increase these outside sales through the implementation of market-based pricing and delivery schedules, and through the use of an independent cable distributor." The Wire and Cable SBU is also examing non-automotive cable market segments to see if Packard Electric should consider entering them.

The SBU tries to ensure that Packard retains and increases its competitive advantage by keeping abreast of the changing needs of the customer and advances in technology. "For example, at the same time that cars are getting smaller, there is a need for a lot more wiring to interconnect the ever-expanding

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Packard SBUs predict market trends

Assembly

(Continued from Page 3)

contributions is challenging the Packard organization to plan strategically," he said. "SBUs make us look toward other customers. We facilitate the change process."

Specific strategies illustrating the change process include:

- assuming wiring system and connection design responsibility
- changing from a "GM only" to a marketplace orientation
- implementing the "Just-In-Time" philosophy in all aspects of the business.
- penetrating non-allied markets

The SBU receives input for strategy development from SBU members, suppliers, customers, outside consultants, in-house marketing studies, other publications and the Strategic Planning Council.

The SBU members themselves provide the most input, however. They include: Lee Crawford, Assembly SBU manager and co-chairman; John Martin, director of Materials Management and SBU co-chairman; Tom Anderson, Marketing; Bob Butkowski, Mississippi Operations; Bob Dettinger, business planning coordinator; Tom Green, Manufacturing Engineering; Larry Haid, Personnel/Labor Relations; Dave Heilman, Product Engineering; Bob Johnson, Mexican Operations; John Lambert, Manufacturing Representative; Chuck Mallue, Facilitator; Kevin O'Brien, Financial; Steve Oehler, Information Systems; Gene Principi, Materials; Merrie Lee Soules, Quality Control/Reliability.

"The members are selected to give a broad range of background and levels of expertise," Dettinger said. "We also have members on our SBU from both Mississippi and Mexico to tie in all the North American facilities."

Component

(Continued from Page 3)

firm conducted a series of competitive analyses for the SBU.

"What we're really trying to do is take a look at what we've done around here historically, and to recognize that our mission has been solely to supply the assembly business with components," McCart said. "The Component SBU has an opportunity to look at new markets. We need to understand who is in what market, who's winning and how they're winning."

Some Component SBU goals include: improving the quality and reliability of Packard products, maintaining price competitiveness, establishing and maintaining technology leadership in the connection systems products and processes and selectively penetrating the U.S. non-automotive electronics market.

"We have learned that if we want to get into markets outside the ground transportation industry, there are some requirements that must be met," McCart emphasized. "Our job is to identify those requirements so that we can make intelligent business decisions."

Component SBU members include: Pat McCart, Component SBU manager and co-chairman; Bill Wehmer, director of Reliability and Quality Control and SBU co-chairman; Bill Collins, Sales; Michael Hochgesang, Financial; Dale Johnson, Reliability; Chuck Joseph, Process Engineering; Bob Mallinger, Component Engineering; Dave Morgan, Marketing; George Sletvold, Materials Management; Marty Taylor, Information Systems; and Gary Thrush, Mississippi Operations.

"From a conceptual point of view, the strategic planning process demands that we consciously deal with the future of our business," McCart said. "It also helps to address the fact that sometimes we get so busy doing the things that are urgent that we tend to neglect the things that are important. We are really trying to strike an intelligent balance of objectives which meet the needs of today while anticipating the needs of tomorrow."

Ignition

(Continued from Page 3)

GM business by offering competitive products that are of the highest quality utilizing the latest technology.

"To assure accomplishment of this objective we were forced to look ahead five years and beyond," Brown explained. "Higher engine temperatures and future engine designs are going to demand more from our products. We must assure that we develop the necessary technology in both products and processes to meet the future needs of our customers."

All the benefits of business planning are not realized immediately.

"Some strategies will not generate payoffs until future years," Brown pointed out. "What we have to remember is that we are planning for the long-term viability of our business."

The SBU's first task was to analyze the total North American ignition industry including: automotive original equipment manufacture (OEM), automotive aftermarket and non-automotive OEM. One of the results of this study was the development of an improved program to market replacement ignition leads. This program has received outstanding market acceptance and Packard has experienced a significant increase in both production and sales.

Ignition products stand out because they are unique and played an important role in Packard's early growth and development. "Ignition products represent one of our heritage businesses, and Packard has received a lot of industry recognition due to numerous innovations in these products," Brown said.

Where would ignition products be without strategic planning?

"I feel there would be less coordination and emphasis on activities supporting the business," Brown said. "The SBU provides a forum to discuss programs and establish cooperative plans between staff areas. These plans assure that the total organization is working on the same projects. In addition, the SBU has helped us to be more sensitive to our customers' needs and given us a better market focus for the future direction."

"This focus will allow us to plan and manage our future as opposed to being reactionary to market changes," Brown said.

Ignition SBU members include: Jim Crouse, and Tony Andreatta, SBU co-chairmen; Dale Anderson, Quality Control; Ron Bishop, Detroit Sales; Larry Brown, business planning coordinator; Sid Case, Manufacturing Engineering; Jim Christopher, Marketing and Sales; George Finn, Product Engineering; Al Gosnell, Information Systems; Jeff Kimpan, Personnel; Ron Malanga, Financial; Jerry McCarthy, Manufacturing; Lee Wolfe, Materials Management.

United Way receives divisional support

This year's United Way campaign has begun with Packard Electric aiming for more employe participation than ever before.

"We're trying to achieve 100 percent of our employes giving 'Fair Share' at Packard in order to help the community with all its needs," said Al Frazer, IUE Local 717 United Way committee chairman at Packard's Warren Operations. "The community has been hit hard by unemployment and is still feeling the effects."

Packard's Warren Operations hopes to raise $863,000 through employe contributions this year—up from $785,000 raised last year.

United Way solicitors at Packard's Clinton, Ms., plants will try to reach $100,000 in employe contributions, according to Beth Magee, Public Relations. "We're also planning to do a poster contest and a monthly bond drawing," she said.

The poster contest allows children of Packard Electric employes to compete for prizes with their art drawings of various United Way agencies. Fair Share givers are eligible to win $100 in the monthly bond drawings, according to Magee. A similar contest and drawing are being held at Packard's Warren Operations.

United Way solicitors at Packard's Brookhaven, Ms., plant have a goal of $8,000 in employe contributions, said Dave Eckman, Organizational Development. "We eventually hope to reach 100 percent participation in the Fair Share program," he said.

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The United Way kickoff in Warren includes gospel singers.

Hawkins to replace Taylor as director of Public Relations

(Continued from Page 1)

Manager of Public Relations. She was promoted to Director of Public Relations and named a member of the Executive Committee in October 1983.

A lifelong Warren resident, Taylor has an extensive record of active volunteer service to the Warren area, including nearly 12 years as a member and three terms as president of the Warren City Board of Education. She has been a driving force behind United Way activities in the Warren area, including membership on its board of directors and campaign chairman of the 1981 Trumbull County Campaign. She has been on the boards of directors of the Red Cross, Trumbull Memorial Hospital and Warren Area Chamber of Commerce. Taylor is a member of the Public Relations Committee of the Industrial Information Institute, in addition to participation in other civic and humanitarian projects.

She has been a member of the GM-Mahoning Valley Public Affairs Committee.

Reese commented, "Since her arrival, Mary Jane has made a significant contribution to improved employe relations and a better relationship with the news media. She has also been instrumental in developing the means for an advanced communication system. We wish her well in her retirement."

SBUs represent all staff areas

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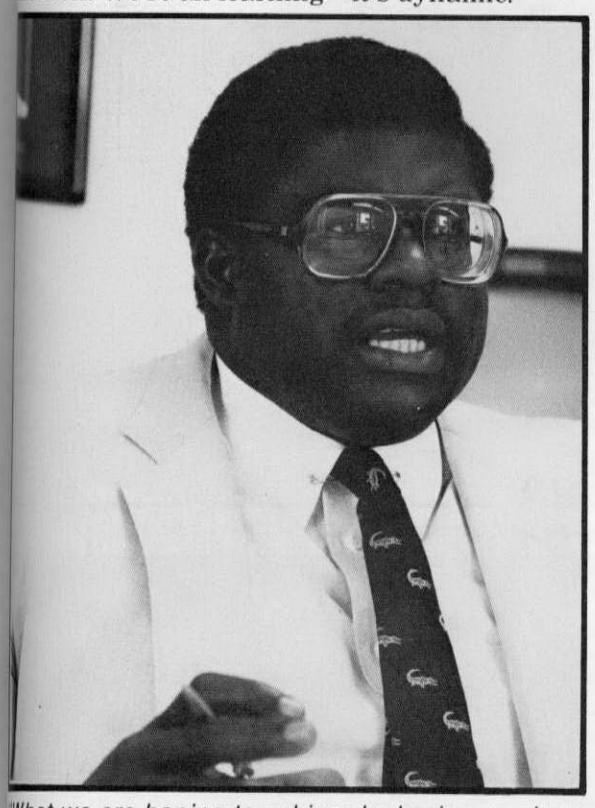
nitment by Packard Electric to business plan-ning," emphasized Florence. "This is a tremen-dous investment in resources to the planning function. We're all learning—it's dynamic."



"What we are hoping to achieve by having a unique business plan is an unfair advantage," according to ***Jerry Florence.***

"What we are hoping to achieve by having a unique business plan is an unfair advantage," explained Florence. "We then have to maximize that into some sort of strategy that exploits it."

SBUs of the future

Does Florence see Packard's SBUs changing in the future?

"A lot will depend on what the Corporation does," he explained. "In my opinion, Packard is head and shoulders above every division in this Corporation when it comes to good planning, and the ability to take those plans and to run the business by them."

He predicted that if the Corporation adopts strategic management to the extent that Packard has there may be an amalgamation of the division's line and planning activities into one function. He added that the SBU may someday become a business run by a manager who has planning and line responsibility.

Florence mused that the division's SBU picture may look different in five years. "I would venture that we won't have exactly the same SBUs. If they are (the same) some of the strategies will be different because some things that are going to happen in the marketplace are going to force us to do some things differently. We're trying to anticipate that today."

Slow transition

The change within the Corporation from hands-on line manufacturing operation to strategic planning has been slow, according to Florence. "The regular style is to 'fight fires,' " he said, where problems are solved one by one as they occur.

Florence explained that GM has a strategic planning group similar to Packard's SBU organization. "They are sort of the overseer for what is going on in the Corporation." He noted that the Electrical Component Group, which includes Packard Electric, is a pilot group selected by the Corporation to implement SBU-type strategic planning.

Florence pointed to the division's recent divestiture of its clutch coil business as a direct response to SBU planning. "We got out of that business because we looked at it (clutch coil) strategically and said, 'It just doesn't cut the mustard.' That was a decision," he emphasized, "that came directly out of the SBUs."

He noted that the business decision process is made much easier when research has been conducted on various markets as well as competitors. "That helps us every day in every decision we make about running our business. The efforts that we're making in the SBUs are making us much smarter."

He added that most businesses are heavily fiscally oriented. Instead of planning for the future many businesses have a tendency, according to Florence, "to mortgage the future on the basis of what's happening today. What is needed is risk taking."

He described the term "risk taking" with a scenario where a manager may choose to invest heavily today to counteract a marketing trend which is predicted for the future. The heavy financial investment called for through strategic planning helps the company prepare for future trends. The overall investment in the future, however, draws capital funds from the business and may even result in the business showing a loss.

Wire & Cable

(Continued from Page 3)

list of electrical and electronic options and monitoring devices," Huibregtse explained. "As a result of this we are accelerating the development of miniature cable — both smaller gauge sizes and 10 through 20 gauge with a thinner wall insulation."

In the area of printed circuits, the SBU is investigating the possibility of expanding Packard's involvement in that market. "We have a unique manufacturing process for making flexible printed circuits and we're good at it," Huibregtse said. "We would like to be part of the 19 percent a year growth (in the printed circuit market), but one of our concerns is that much of that growth will be in areas of the market that use circuits we cannot manufacture on our die-stamping process."

To address this concern, the SBU has contracted Battelle Research Laboratories to assist them in determining the future needs of the market and to identify which type of manufacturing process will be required to build the circuits of tomorrow.

The SBU planning team provides the long-term business planning needed to keep Packard a strong and healthy competitor in the wire and cable markets. "We're trying to become more competitive and a better source of supply," Huibregtse added. "We have to think about where we want to be five or ten years from now, and ask ourselves what we need to do to get there."

The SBU planning process requires the input and participation of all Packard's staff areas. This ensures that functional areas are part of, agree with and are willing to implement the plans that the SBU has developed.

The Packard Electric employes that make up this SBU team, and the areas they represent, include: Dick Huibregtse, SBU manager and co-chairman; Ray Connolly, divisional comptroller and SBU co-chairman; Darlene Engelke, Marketing; Jim Ennis and Dale Pilger, Product Engineering; Lee Franks, Materials Management; Bill Lisby, Manufacturing Engineering, John Malie. Reliability; Dave Meyers, Mississippi Operations; Martin Otto, Personnel; Dick Seifrick, Accounting; Dick Steines, Sales; Ilona Sudimack, Information Systems; and Scott Yoder, business planning coordinator.

"These past two years have been an educational experience that has already begun to pay dividends," Huibregtse said. "We learned what the textbooks and consultants had to say about business planning, and we learned by doing as we developed a five-year business plan for our cable business. But most importantly, we have learned a tremendous amount about our competitors and ourselves, that will permit us to continue to successfully compete in this marketplace."

Success depends on cutters' productivity/cost

(Continued from Page 2)

One goal of the experiment is to determine if the technological innovations used on the cutters will work in a production environment. Some of these innovations include:

- automatic length change
- optical strip detectors
- load cells
- a reject system
- an automatic bundling system

"Most of the technological things that are on these cutters have proven themselves thus far," Duda said. "The next step is about to take place. It's a question of how much productivity you can get out of a given number of cutters and a given number of people. Finding our ultimate production capacity is part of the experiment."

Currently two data collectors record experimental results and note potential problems. In addition, a set-up person, an operator and a relief person work the machines.

"We have three different models we're going to pilot," said Chuck Hathaway, production engineer.

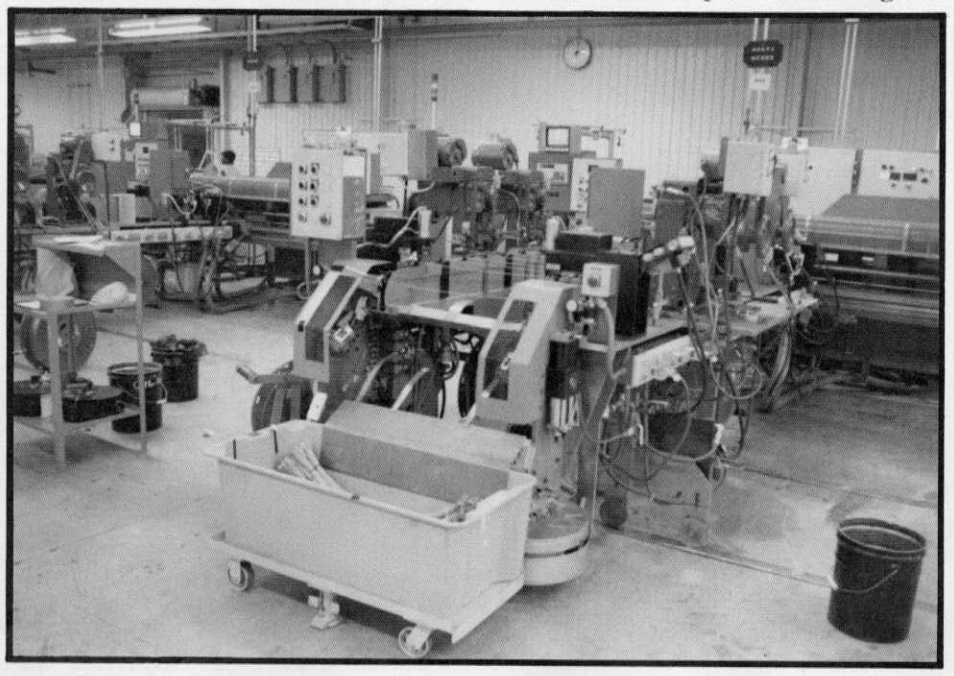
Employes working on the project have not had to start from scratch in terms of job knowledge. Some lead prep experience was required for involvement with the project.

"There has also been some training with respect to running the equipment, and we've been trying to utilize Statistical Process Control (SPC) throughout," Duda said.

Warren Operations' Advanced Manufacturing Engineering Department has provided help through technician Bernie Burgraf; Chuck Craig, project engineer; Jim Diciccio, industrial engineer and Joe Franko, electrical engineer. Fred McMillan serves as supervisor of the project.

Brookhaven intends to use the equipment to cut leads for the future H-car program. This would involve a certain amount of adjustment time, multi-changeovers and total conformance to SPC.

"The next step is to be so good that the customer can't do without us," Duda said. "This (cutter banks) is just one of the technological things that we think will make us that good."



Brookhaven has six automatic Artos cutters on an experimental basis.

United Way has Packard support

(Continued from Page 4)

The activities of more than 50 hourly and non-bargaining solicitors are being directed by Local 717 United Way committee members.

"I feel that everyone who is able should contribute to the United Way because the money remains in the community," Frazer pointed out.

Local 717's United Way committee has sponsored solicitor tours of certain agencies supported by United Way funding, including the Children's Rehabilitation Center, the Salvation Army and the YWCA.

"It really does help the solicitors (to tour the United Way agencies) because they have an opportunity to see the true use of the dollars they are soliciting for the United Way," Frazer said.

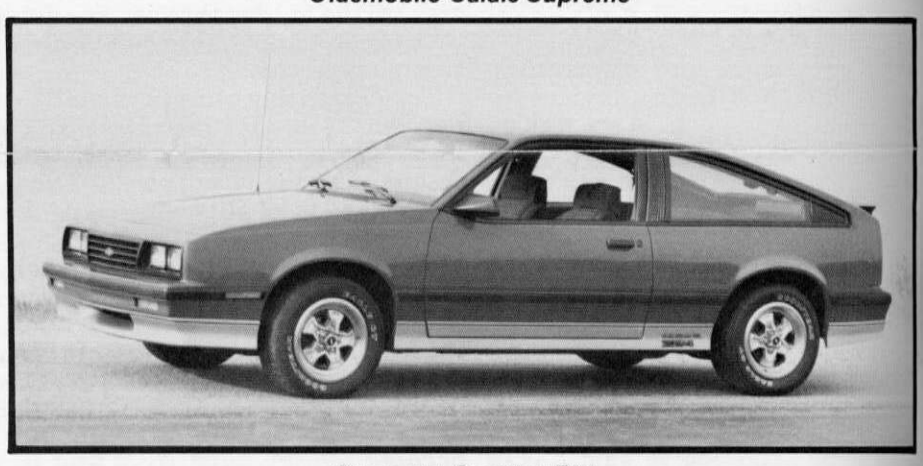
Chevrolet Astro van

Cadillac Coupe DeVille

Oldsmobile Cutlass Ciera

Oldsmobile Calais Supreme

Oldsmobile 98 Regency



Chevrolet Cavalier Z24

***Standard equipment** on selected 1985 top line GM vehicles is a rear center high-mounted stop lamp. The stop lamp is mounted on the center of the rear package shelf inside the rear window, and is designed to provide additional notice of vehicle braking. Government regulations will require its use on all cars beginning in the 1986 model year.*

GM dealers prepare for more top sales

Impressive sales increases were posted by GM dealers in the just-completed 1984 model year with passenger car deliveries up 20.4 percent and truck deliveries up 21.8 percent over last year. James G. Vorhes, vice president in charge of the GM Customer Sales and Service staff, said recently that GM's 1984 model year car and truck sales were the highest since 1979 with Oldsmobile and Buick setting model year sales records.

GM dealers are expecting sales of newly introduced 1985 models to continue with record figures. The vehicles displayed above are being offered by Chevrolet, Cadillac and Oldsmobile during the 1985 model year.

Chevrolet's new Astro is available with a standard 2.5 liter four-cylinder or an optional 4.3 liter V6 engine.

The standard engine on all 1985 Cadillac DeVilles and Fleetwoods is a 4.1 liter V8. This engine is the only transverse-mounted front-wheel-drive V8 offered in a production car by any manufacturer in the world.

The Oldsmobile Cutlass Ciera has an energy-absorbing rear bumper which saves about 20 pounds of weight which qualified for insurance industry discounts available for meeting a five-miles-per-hour test.

Oldsmobile's newest addition, the Calais, is expected to deliver fuel economy of 25 miles per gallon in the city and 33 on the highway with the standard L4 engine and manual transmission.

More than 660,000 miles of vehicle testing and nearly 50,000 hours of laboratory time were devoted to the development of the Oldsmobile Ninety-Eight. It is the most thoroughly tested vehicle ever produced by the division.

The Chevrolet Cavalier, the best selling 1984 model car in America, is being offered with the Z24 option for 1985. This option includes a new 2.8 liter multi-port fuel injection V6.