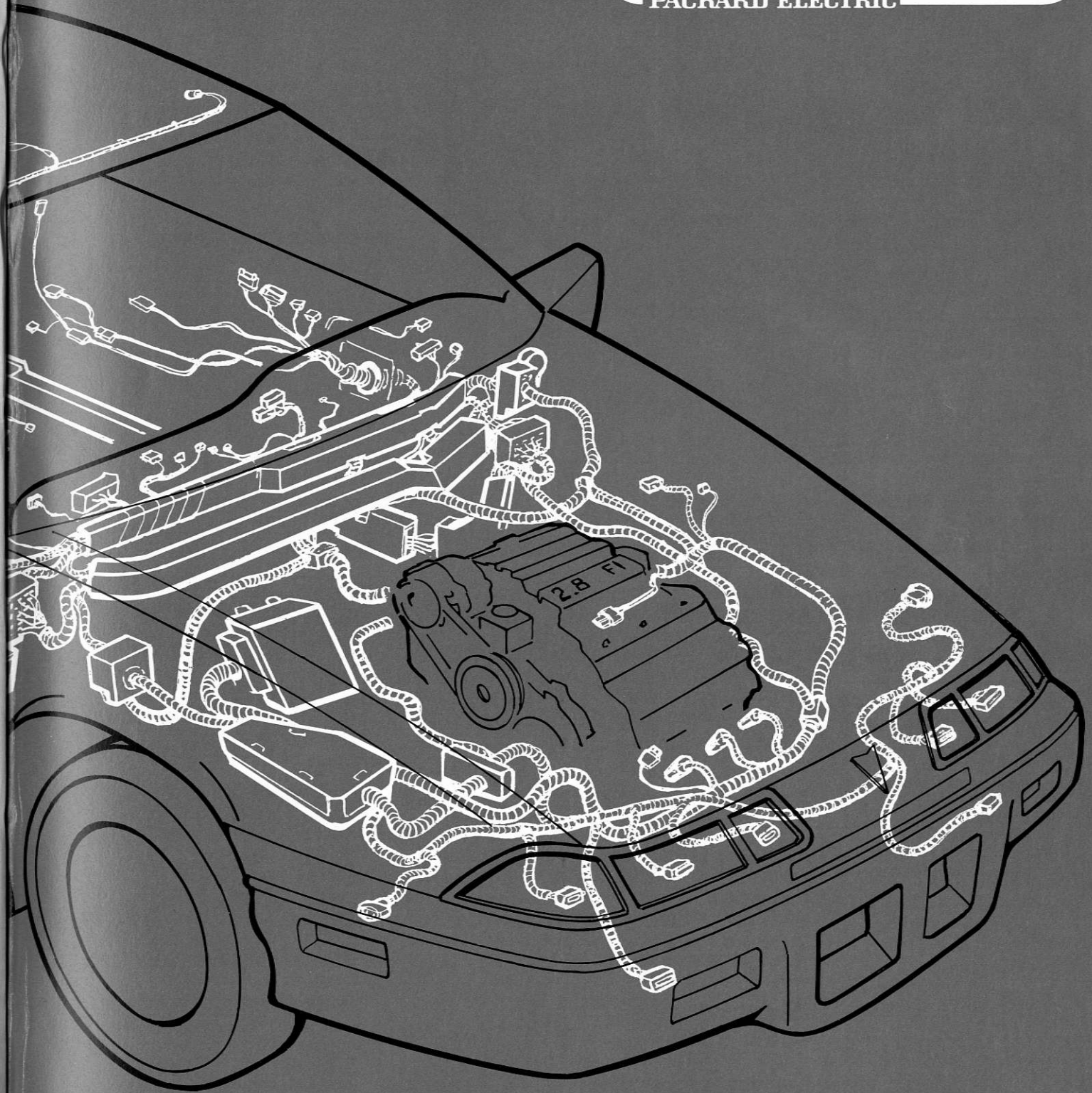


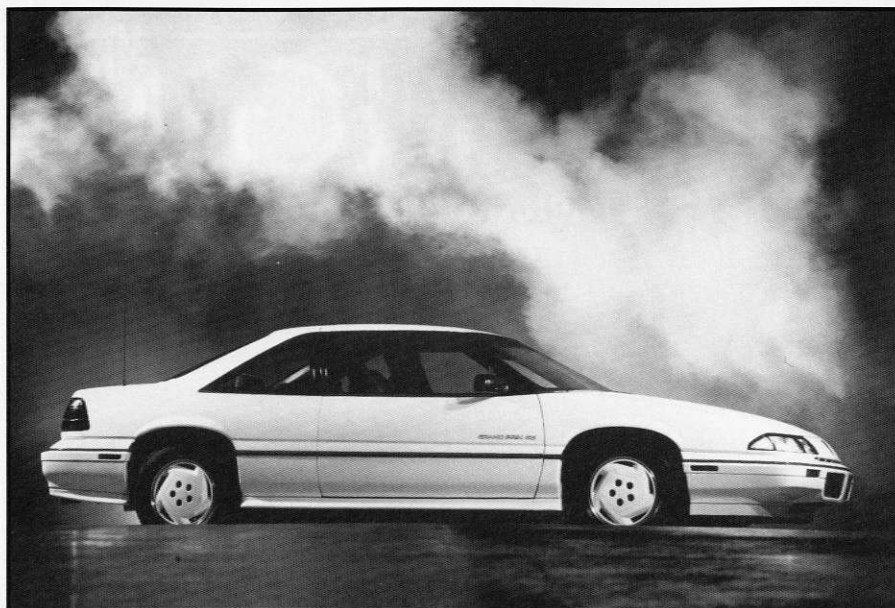
CABLEGRAM

PACKARD ELECTRIC



1988 Pontiac Grand Prix SE
Motor Trend Car of the Year

Original art by
Dan Mathey,
Presentation Graphics Department

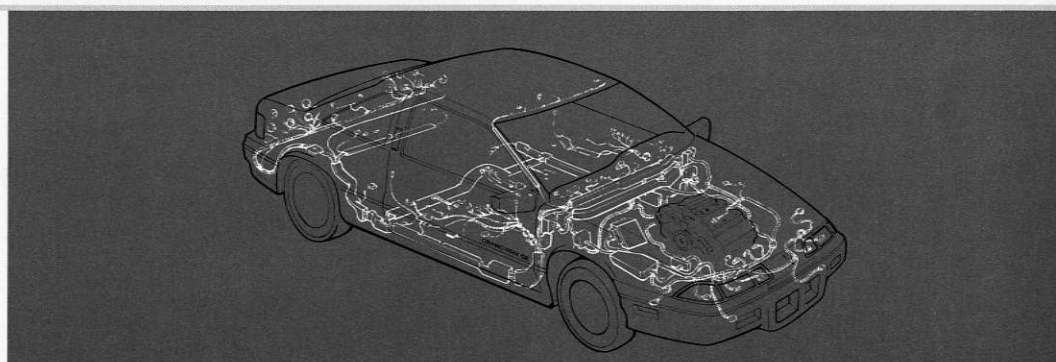


Car of the Year — the Packard connection

Packard Electric is one of the major components suppliers for the Pontiac Grand Prix SE, the 1988 Motor Trend Car of the Year. Pontiac General Manager and General Motors Vice President J. Michael Losh said the car "represents the culmination of a total team effort. The **Motor Trend** Car of the Year award is an honor in which we can all share."

On the cover:

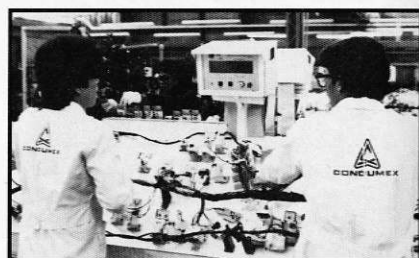
Packard Electric wiring harnesses permeate the Pontiac Grand Prix SE pictured in this artist's rendition by Dan Mathey of Packard's presentation graphics department.



'Promotora' means growth

Pages 4-5

Packard's joint venture with Grupo Condumex enables the division to participate further in the auto industry inside the world's eleventh most populous country — Mexico.



Packard Electric Cablegram

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A global perspective

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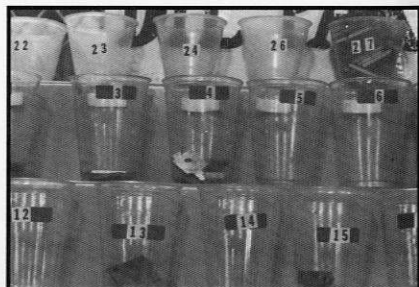
Robert J. McCabe, Packard Electric divisional comptroller, knows what it's like to do business in a different society. In previous assignments, he journeyed to Scotland and to the People's Republic of China. McCabe brings international expertise to his current position as head of Packard's financial organization.



Management by looking around

Page 10

Elements of the Packard Production System thrive at Plant 24 in Clinton, where visual controls allow employees to manage the plant by sight. For example, plastic cups located in die cribs tell supervisors and maintenance personnel which parts or machines are causing production glitches.



Ryndee S. Carney, editor
Patricia M. Reilly, contributing editor
Michael J. Hissam, writer
Danny Greene, Mississippi writer
Patricia K. Hawkins, executive editor
Telephone: (216) 373-2684
GM Network: 8-531-2684

People: Caring

The Fifth Absolute of *Excellence*

Each of us has a favorite restaurant — a place we always look forward to visiting, a spot we recommend to other people that keeps us coming back time after time.

If we stop to analyze what sets this restaurant a cut above other establishments, we might surprisingly discover that although the food is delicious and the atmosphere is elegant, what really makes this restaurant special for us is the outstanding service we consistently receive. Often "outstanding service" translates into personal attention — perhaps the waiter always remembers your name or which table you prefer.

Truly excellent restaurants — or any excellent organization — make their customers feel important. You sense that the members of such an organization pay attention to detail. They love their product; in short, they **care**.

People caring — about their products, their customers, the kind of job they do and other people — is the Fifth Absolute of Excellence.

Show me an organization with people who care and I'll show you an organization that focuses on its customers. Whenever you have a group of individuals working together, there will always be differences among people. But somehow, the organizations that put the customer first, internally and externally, always seem to be able to set aside these differences in the customer's best interest.

Listening to the customer is the best way to get people to really understand their customers' needs and care about meeting these needs. I don't know many Packard people who are unaware that all of our jobs depend on

having satisfied customers who want to continue buying Packard products.

People who care never tell a customer, "Sorry, I can't help you — that's not my job." When you give customers the run-around, they feel that you believe your time is more valuable than theirs. The customers think that they are not important and that you do not care. Chances are, these customers will take their business elsewhere.

When this happens, you've not only lost a customer, you've damaged your reputation. Restaurant surveys show that satisfied patrons recommend a restaurant to an average of four other people, while dissatisfied customers warn seven friends or family members to avoid this spot at all costs. Word-of-mouth recommendations are valuable to all organizations, including Packard.

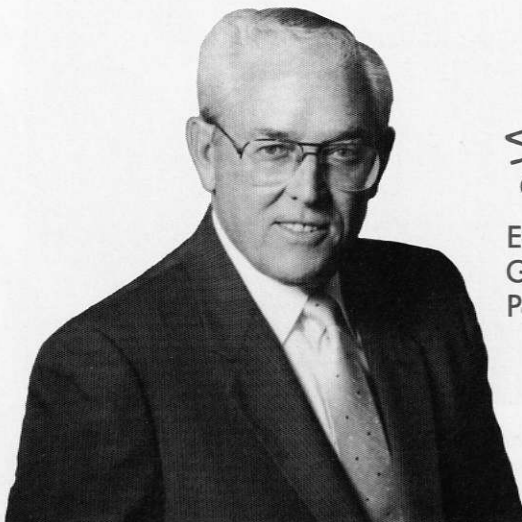
Instead of telling a customer, "You'll have to see somebody else, that's not

my job," people who care will say, "Yes, that's a problem and I'll help you get it resolved." When you satisfy your customer's needs, you are really satisfying your own needs — you enhance your own job security by strengthening the organization.

People caring — the Fifth Absolute — is unique to Packard Electric because we define Excellence as "exceeding your customer's expectations." We at Packard know that people are the main ingredient in accomplishing this goal.

Packard people are a vital resource. When we show our internal and external customers that we do care about them and that we have the right attitude, we influence the future of our business.

Caring people never stop trying to satisfy the customer. People who care don't quit.



ELMER E. REESE
General Manager
Packard Electric Division

Promotora

Packard Electric's joint venture with Grupo Condumex promises future growth for the division

by Michael J. Hissam

Pursuit of Packard Electric's growth objective has taken this division into five continents since 1981. Implementation of the strategies has seen special approaches in doing business abroad.

Promotora, a joint venture in

Mexico, is an example of Packard diversifying its products and markets as the division works to strengthen its worldwide leadership position. Presence in Mexico through Promotora enables Packard to participate further in the auto industry inside the world's eleventh most populous country — 87 mil-

lion people strong and growing.

Hilario Gabilondo, general manager of the joint venture now completing its fourth year, pointed out that Promotora is a holding company. "Packard Electric through General Motors has 40 percent stake in the venture. Grupo Condumex has the remaining 60 percent."

Grupo Condumex, according to Gabilondo, has three main sectors: auto parts, plastics and electromanufacturing. "Our auto parts sector has a harness division which operates seven companies. The Promotora joint venture is confined to the harness division. Its products are sold to GM, Ford, Chrysler and Nissan in Mexico and to Ford and Chrysler for export."

Packard's technological leadership has supported Promotora's competitiveness. "In the global market, customers demand technology, service and quality. Packard has been very important to us in providing that technology."

Gabilondo described the market competition Promotora faces in Mexico as "aggressive!" He added, "It's part of the worldwide competitive situation. Everybody's now trying to get business. Here in Mexico there are two major competitors for us: one is affiliated with the Japanese, the other with a United States company."

Promotora's harness division operations are located in five Mexican states and in that country's federal district:

- Asimex, located in Mexico state, provides marketing, engineering, finance, systems, operations and human resource services.
- Arcomex produces electrical harness, ignition sets and battery cables for the Mexican market. Arcomex is located in the state of Tlaxcala.
- Arelex, in Queretaro state, manufactures wiring harnesses and exports nearly 80 percent of its products.



photo: Hissam

Jose Natividad Villanueva R., a cutter operator at Promotora de Partes Electricas Automotrices' Macopel Plant in Mexico City, checks terminated leads.

Alvaro Moreno F. (left) and Roberto Rodriguez J. test a Ford LTD wiring harness at the Macopel Plant. Macopel has been a harness production center for Mexican domestic and foreign markets for more than 30 years.



photo: Hissam

- Cordaflex, also in Queretaro, manufactures electrical conductors to supply other Promotora plants, other auto manufacturers and other customers.
- Ensamblados Electricos Automotrices del Norte, near Monterrey, Nuevo Leon, manufactures harnesses for export.
- Macopel, in Mexico City, has been a harness production center for more than 30 years for Mexican domestic and foreign markets.
- Telsa and the Central Technical Center, in Saltillo, Coahuila, is the manu-

facturer of connectors and electrical terminals used by the harness division and outside customers.

Promotora maintains a U.S. representative office in Detroit through its Condupac organization.

Gaining through Excellence

"Total quality!" is how Gabilondo described Excellence at Promotora. "It's working very hard to pay attention to details in the daily operations. Management and employees are convinced it's the way to go. We know we need to be consistent and persistent with our goals.

"Our philosophy puts special emphasis on the development of our 3,300 people, the satisfaction of our customers' needs and the support of the priority sectors of our country's economy."

Business goals for Promotora remain ambitious, Gabilondo explained. "We are coming off a growth year in 1987 that saw business gain about 40 percent. We're looking for additional growth in 1988 in a very competitive environment."

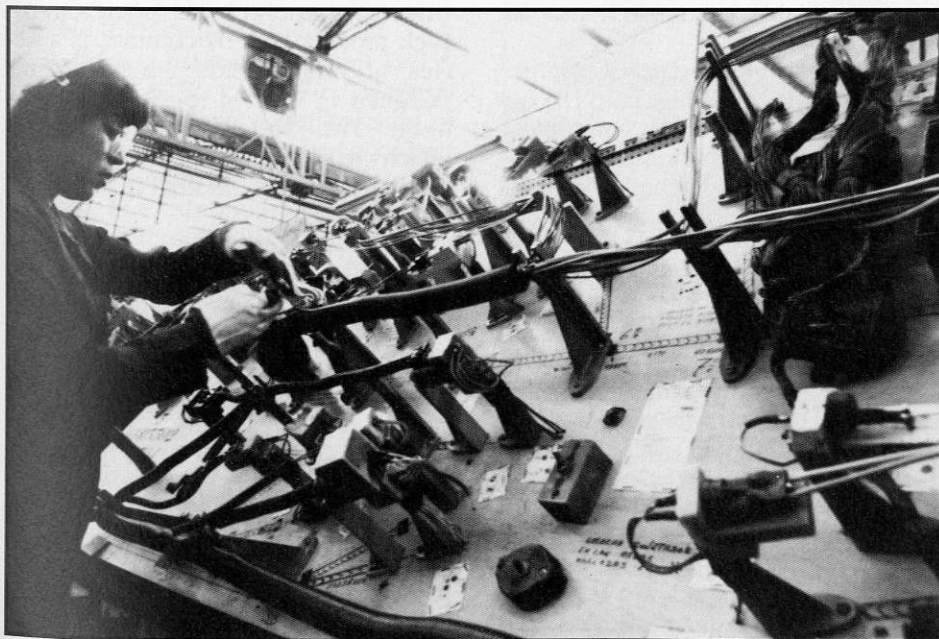


photo: Hissam

Reyna Reyes C. ensures proper conduit placement on a wiring harness for the 1988 Chevrolet Celebrity.

CABLEFOCUS

From cars to can openers

UL recognition boosts effort to expand Packard's component business

What could hot tubs, hand mixers, can openers, microwave ovens, refrigerators, motor homes, toasters, and personal computers have in common with Packard Electric?

Each of these consumer products could contain Packard Electric connectors. This diverse list of electrical items represents a potential market for Packard Electric components — a market that Packard plans to pursue, according to Dan Bafunno, senior marketing analyst.

Manufacturers of electrical products targeted for the consumer market must use electrical components that have been recognized by Underwriters Laboratories (UL), a non-profit, independent corporation which tests for the public safety. UL-recognized components and products have been determined to be safe and suitable for use in consumer electrical applications.

Today's growing electrical consumer products market offers Packard the opportunity to expand its component business. However, customers and potential customers who build products which require UL approval also need UL-recognized components for these products. This customer expectation is why Packard began a program to establish its status as a UL-recognized supplier, Bafunno explained.

"UL recognition is almost a formality. Packard products have always met UL standards," noted Bafunno. "But some of our customers have expressed a desire for this service, which we can now give them."

Long-term relationship

Gaining UL recognition is a process which entails "mountains of pa-

perwork." This process involves extensive testing of components and the materials used to make them, a review of product design and quality, and an inspection by UL investigators of the site where the components are manufactured.

"We have been working with UL for four-and-a-half years. We have built our relationship to the point that 26 Packard Metri-Pack connectors were officially recognized by UL to be suitable for use in consumer electrical applications," said Bafunno.

He explained Packard's product line is more complex than similar lines offered by companies which normally sell to the consumer market.

"Most connection system product lines designed for the consumer industry are highly standardized off-the-shelf products, and the entire product line is UL-recognized. Packard Electric's Metri-Pack product line, by contrast, is a series of components, each custom designed to meet a specific customer need. Two Metri-Pack connectors which are similar in many respects may have significantly different materials or product design."



The Underwriters Laboratories recognized component mark identifies UL-recognized items.

Because Packard connectors are custom made, the Metri-Pack line cannot receive blanket UL-recognition. Instead, each connector must be certified individually — a lengthy process.

"We won't necessarily have to have every Metri-Pack connector recognized," Bafunno said. "What we have done in our approach is demonstrate that any Packard product can be UL-certified. We have also embarked on a long-term relationship with Underwriters Labs, making it easier for us to have products certified in the future if our customers ask for this service."

UL seal of approval

After a component has been listed by Underwriters Laboratories, it must be labeled with the UL identification mark immediately after it is manufactured.

"We still have to resolve the labeling issue here at Packard," said Bafunno. "To maintain our UL recognition we have to mark the certified parts. We are investigating several alternatives in this area including stickers for the boxes the parts are placed in, incorporating the UL symbol on our shipping labels, or molding the symbol into the part itself."

Bafunno observed the value of UL recognition to Packard: "First, it represents an independent confirmation of the quality and performance of our highest volume and most important product line. Second, it demonstrates to our customers and potential customers that Packard can meet UL standards and implies that additional components can become recognized to meet a customer's application. Third, it gives Packard Electric and Pioneer-Standard Electronics, one of our product distributors, a tool to expand sales of Packard connection systems into a variety of consumer-oriented markets."

Bafunno added that in order for Packard to capture a larger slice of the consumer products business, the divi-

sion must also tailor its pricing, promotional, and distribution strategies to this market.

"It will take more than UL recognition to enhance our position in this market," he observed. "But our relationship with Underwriters Labs is one part of a total program to gain a

greater share of the consumer products business. By expanding our components business, we can make money and also make our wiring harnesses more attractive to customers who are already using our components. This will give Packard a competitive advantage." —RSC



Several of the Metri-Pack connectors pictured above are examples of the 26 Packard components that Underwriters Laboratories has recognized as suitable for use in the consumer market.

Divisional comptroller brings a global perspective to his new assignment at Packard

As Packard Electric expands its worldwide operations, the ability to navigate an organization through the rough waters of international competition is an increasingly valuable skill.

Packard's new divisional comptroller, Bob McCabe, brings a global perspective to his current assignment. Prior to his appointment to Packard's top financial post, McCabe was chairman and managing director of TEREX Equipment Ltd., a former GM subsidiary located near Glasgow, Scotland. After GM sold TEREX in mid-1987, McCabe acted as a consultant to its new owners. During this period he spent the better part of several months in the People's Republic of China completing negotiations with the government for a joint venture to manufacture TEREX trucks in the Inner Mongolia region of that country.

McCabe recently discussed his views of the competitive challenge Packard faces in 1988, along with other topics, in an interview with the **CABLEGRAM**.

CABLEGRAM: What are some of the major challenges facing Packard's financial staff this year?

McCABE: The major challenge fac-

ing the financial staff is to support Packard's efforts to improve our worldwide competitive position. Our role as a support function to the operating, or the line management, is to provide the financial analysis required to make the operating decisions to run the business more effectively.

It appears that 1988 is going to be a very challenging year for all of us. Increasing worldwide competition and the declining production schedules at GM's car and truck operations are intensifying the pressures on Packard. We must all develop ways to significantly improve the effectiveness of our operations. From my viewpoint, the financial staff must support these efforts with the appropriate analyses in addition to finding ways to carry out our own functions more effectively.

CABLEGRAM: In the ongoing competitive struggle, it's a constant battle between cost reduction or increased efficiency in the face of reduced profit margins and competitive pricing. What can individual employees do to help Packard's profitability?

McCABE: Each one of us can do things to increase Packard's profitability. In fact, our survival as a worldwide

competitor requires each of us to help. Simple things like turning the lights out as we go home at night or refraining from using excess supplies to get the job done really do make a difference.

Even more important are suggestions from employees about how they can do their jobs more effectively, along with putting in a fair day's work for the wages and salaries received from Packard. It may sound trite, but there are many people outside the U.S. who would very much like to take over our business. We all really have to work to keep them from doing it.

CABLEGRAM: How do scrap and inventory affect Packard's competitiveness?

McCABE: Scrap and inventory are two distinctly different cost factors.

Scrap is really the cost of not doing it right the first time. Scrap adds to our costs dramatically and it is an area where all of us can do our part by doing our best not to create scrap.

Inventory is also a major cost for us. Inventory is a comfort factor for many of our foremen and actually managers at all levels. They apparently feel more comfortable when they have many extra days worth of material around at any point in time. We just cannot afford to keep a large amount of extra money tied up in inventory. We have to trust the system, we have to make the system work, and we have to rid ourselves of these excess inventory "buffers."

CABLEGRAM: What obstacles face Packard in acquiring additional capital funding needed for investments that will improve our competitiveness in the 1990s and beyond?

McCABE: With GM's reduced sales volumes, there will be more competition from GM's various divisions and operations for what is going to be a reduced level of funds available for investments designed to improve GM's competitive position. Unless we at Packard can improve our profitability and demonstrate a superior return on our proposed investments, we will have trouble convincing our banker — General Motors — to allocate its limited



Bob McCabe, divisional comptroller, discusses how employees can help Packard Electric remain competitive in a worldwide marketplace.

China:

How to succeed in business in Inner Mongolia



photo: Courtesy McCabe

McCabe and the vice chairman of the State Commission of Machinery, Building, and Industry prepare to sign preliminary documents for the TEREX-China joint venture.

Hundreds of miles northwest of Beijing (Peking) in the People's Republic of China would appear to be an unlikely spot to find a General Motors executive on the job.

But Bob McCabe, Packard's divisional comptroller, has been traveling to China — most recently to Baotou, Inner Mongolia — for over 10 years while carrying out various GM assignments. He knows about doing business in a different society.

McCabe's most recent journey to

China was connected with his assignment as chairman and managing director of TEREX Equipment Ltd., a GM subsidiary which was sold in 1987. McCabe coordinated the sale of TEREX and the transition of the company to its new owners. In addition, he helped complete negotiations to move a manufacturing line for heavy-duty, off-highway dump trucks to a plant in Baotou as part of a joint venture between TEREX's new owners and one of the Chinese government's ministries.

Although geographically remote, Baotou is home for approximately two million people. The plant employs around 21,000 persons.

He characterized the Chinese as cooperative and forthright business partners. "However, there is an ever-present cultural gap between the American and Chinese ways of doing business," He explained that American financial concepts such as capital expenditures and return on investment are foreign to Chinese businessmen. "They are primarily interested in exports and what foreign exchange can be generated from a business," McCabe observed. "Profitability is a word they don't even like to use."

Although everyone in China is technically guaranteed a job and a "living wage" by China's government, McCabe said there is gross underemployment in the country. "It's not uncommon to see 25 or 30 people sweeping pebbles off a dirt street — that's their job," said McCabe. "The Chinese government is very concerned about giving people productive work to do.

"For example, the plant in Baotou doesn't really have enough work for its 21,000 employees," McCabe explained. "Therefore, the government pushed to convert the plant to truck

manufacturing to provide productive labor for these 21,000 people — labor that adds value to the gross national product of China."

McCabe pointed out that Chinese society has modernized rapidly over the past 10 years, although by U.S. standards it is still quite undeveloped.

"When I first began going to China, it was like going back in a time capsule perhaps 500 to 1,000 years," he said. "There were still extensive numbers of water buffalo and large teams of bare-footed people planting rice out in the fields.

"Now, 10 years later, you see significant progress in dress and technology, especially in the cities. The country is making tremendous strides. Today, even in Inner Mongolia, they have a television station, and in some of the most remote areas you will see the occasional TV antenna sticking up in the air. In the past, one of the greatest wants of the Chinese was to get a bicycle; now one of their greatest wants is to get a color TV."

Television has given the Chinese people a window on the rest of the world, according to McCabe. He predicted this will cause the Chinese to push for accelerated social change.

If China continues its current rate of progress during the next 10 years, it will begin to be a "formidable force" in some of the world's markets, noted McCabe. He added the Chinese are industrious people and many of them have more than one job as they struggle to improve their standard of living.

"The Chinese want to better their lot in life and to leave a better living standard for their children — not dissimilar to what we want to leave for our children here in the U.S." —RSC

funds to us rather than to some other division.

CABLEGRAM: What are your people management philosophies?

McCABE: In a word, my philosophy is involvement. I believe it is necessary for effective managers to explain to all their employees how each particular job or assignment fits into the big picture. Part of the reason that some American industries aren't as competitive today as they should be stems, I believe, from a failure to do this in the past.

CABLEGRAM: Your assignments have taken you around the world — even behind the Iron Curtain. How will these experiences impact the course you will chart as director of Packard's financial staff?

McCABE: The automotive industry has become much more international in the last decade or so. From what I've seen, Packard's success in recent years has been, at least in part, due to the fact that it was one of the first GM operations to recognize this and take advantage of this internationalization. I hope I can use my international experiences to help Packard continue to respond to worldwide opportunities and to maintain our position as the number one supplier of automotive wiring harnesses in the world.

—RSC

Seeing is believing

Visual aids illustrate PPS principles at work

by Danny Greene
Mississippi Operations

One of the first things a visitor notices when entering Packard Electric's Plant 24 in Clinton, Mississippi, is the many ways information is displayed.

To the uninitiated, the numerous posters and signs throughout the plant might appear as "a nice touch," but people who work there see them as essential to the success of the Packard Production System (PPS).

Primarily a lead manufacturing facility, Plant 24 features four modules where employees cut leads for a particular package. Each module is a self-contained operation where employees are also responsible for the development and maintenance of its own visual controls.

Employees in Clinton's E/K platform, L-Car, and N-Car modules cut leads only for those particular packages. The Common Sense Management System module has several car plant customers, but cuts all leads on a Just-In-Time (JIT) schedule for Packard-Mississippi's integrated harness assembly supplier in Port Gibson, Mississippi.

"JIT requires you to attend to the

system constantly," said Manufacturing General Supervisor Bruce Shuler. "Stored inventory allows you to overlook some details and postpone problem solving to a certain extent. The Packard Production System forces you to fix problems as soon as they come up, or before they come up. This requires meticulous attention to detail. Visual aids and controls allow for that attention to detail."

Management by sight

Visual control is another term for management by sight.

Everyone in Plant 24 is responsible for managing his or her own operation as much as possible. Management by sight is one of the underlying principles which allows the Packard Production System to work.

Plant 24's use of visual controls in all modules seeks to conform to PPS guidelines for this important aspect of the business. Element 12 of the Packard Production System is dedicated entirely to visual controls and states this goal: "Simple visual controls should provide a mechanism for everyone in the plant to recognize out-of-control conditions."

Plant 24 attacks out-of-control conditions on several fronts. One is the

Kaizen Board, which gets its name from the Japanese word "kaizen," meaning "constant improvement."

When Statistical Process Control (SPC) technicians from the four modules find undesirable conditions in any aspect of their respective areas, they take photographs and attach them to action cards the technicians subsequently place on the Kaizen Board. The technicians fill in 10 items of information on the action cards including "Why the condition shown is undesirable," "Who is responsible for taking action," "Corrective action plan" and "Effect of corrected condition on the workplace."

Kaizen in action

A technician recently found a two-barrel skid perched precariously atop a skid with a single barrel, an undesirable material handling condition. It was discovered that the shipper had shipped it that way. The appropriate Plant 24 supervisor then notified the shipper. At first the shipper didn't believe his people were at fault. When he saw the Kaizen action card, however, he took steps to see that such a condition would not be repeated.



photo: Greene

Patti Barbie, a Statistical Process Control technician for the L-car, places an action card on the Kaizen Board in Plant 24 after detecting and photographing an unacceptable condition.

**Kabelwerke
Reinshagen
eyes
growth
potential
behind
'Iron
Curtain'**

"It takes people to solve a problem," Shuler pointed out, "But the Kaizen Board is a good problem-solving tool — an effective means of management by sight."

Supervisors check the board regularly to see if any of the out-of-control conditions are in their areas of responsibility. When the condition is corrected, the card is removed.

Simple things such as clear plastic cups with numbers on them help monitor broken cutter die parts. This form of visual control is used in the CSMS die crib. Each cup represents a machine number. When crimp plates or anvils are broken, the bad parts are placed into the cup bearing the number of the machine from which they came.

Maintenance personnel can then quickly determine where problems are occurring. For example, if cup number 27 is first to fill with bad parts, supervision realizes its related machine warrants immediate attention.

"This type of visual control certainly does not solve the problem of broken die parts," said Shuler, "but it does identify the location of the problem and starts us asking the right questions."

Clothespin system

Another simple visual aid used in the CSMS die crib is a colored clothespin system to monitor die part orders. A yellow clothespin on a die part drawer means the part has been or-

dered. When it arrives, the clothespin is removed. A red clothespin means the expense crib is out of the part and steps need to be taken to get the part before a shutdown becomes necessary.

"Any visual control that allows us to monitor the system helps tremendously," said Shuler. "Due to the sheer number of die parts in this module, it would be very difficult to control part inventory without those visual aids."

Distinguishing good from bad

Plant 24's incoming terminal and cable inspection station has charts called "Visual Aid Boards" showing acceptable, as well as unacceptable, terminal and cable conditions. The service person can tell at a glance if the part numbers are correct, if the package is correct and if the right tag is on it. "These are not dimensional checks," said Kenny Bird, terminal service person. He explained that the dimensional controls are assumed to have been made at the point of manufacture. "But it does provide a check list for out-of-spec terminals."

Visual aids — a new art form

Artist Carolyn Switzer created most of the visual aids in the plant. Because Plant 24 has employed a management-by-sight system for more than two years, the use of visual controls has become widespread.

Attention to detail is evident everywhere. Control stickers inside each bundle of cut leads give instant information: the part number, the machine



Simple visual controls, such as these plastic cups, help Plant 24 employees monitor broken cutter die parts.

number, initials of the operator and the date leads were cut.

Plant 24 also uses more traditional visual controls such as kanban, CEDAC, posted preventive maintenance controls and schedules that the Packard Production System requires.

Few — if any — aspects of Plant 24 do not involve visual controls. There is a visual control for virtually everything — even the spot where the brooms and dust pans are kept.

by Michael J. Hissam

Over 40 years ago, Winston Churchill spoke of an iron curtain stretching from the Baltic to the Adriatic Sea — dividing a continent politically, militarily, economically and for some, emotionally.

As the 1980s come to a close, economic factors and shifts in political relationships may very well result in East meeting West, with business being done on the East's turf.

Packard's Kabelwerke Reinshagen continues to monitor developments in Eastern Europe, with an eye toward growth and competitiveness.

Hans-Juergen Weiser, Reinshagen's managing director, pointed out, however, "We still need time to learn to do business with the Eastern-bloc countries. They also have to learn how we

work, and how we value work."

East-bloc countries "have a big need for Western technology," something high on the East-bloc's "want" list. Weiser cited automobiles as one example: "If you were to go east — for example Hungary, one of the more advanced countries — you would immediately see how old the cars are. They need new cars and the technology associated with them."

Joint ventures may be the best solution for East-bloc members to gain technology and products. "The lack of 'hard-currency' money in the East is a problem. They can earn money through joint ventures in which the investing company also gains export credits."

Weiser said joint ventures would most likely be established in East-bloc areas closest to the West. "This would

allow the Western participants to better support the technological needs of the venture."

He cited Reinshagen's new operation in the Burgenland section of Austria — only a few miles from Hungary — as an example of an industrial location that could serve as an East-West link.

Something old; something new

There is something old and something new concerning the concept of East-West industrial alliances. "The idea is not new; there are already some companies over there," Weiser noted. "What is new is that some of these countries have taken a more intense approach with those of us in the West concerning doing business. They want connections to the Western world; they need that. The time has come when they are doing just that."

