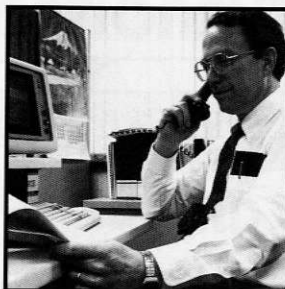




Mexico West

A vital member of the Packard partnership

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Division contributes to Caprice.

Packard Electric Cablegram

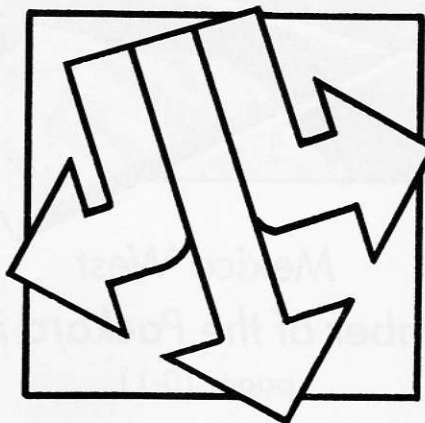
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On the cover:

This illustration by Rick Muccio represents Packard's North American Operations. On the left an employee in Mexico performs final assembly work, while in the right bottom corner, a Mississippi employee inspects a molded component. Cable from the Ohio Operations is featured in the top right corner. All three locations, Ohio, Mississippi and Mexico, are vital members of the Packard partnership.

See pages 10 and 11.

Packard enters the next century as a globally integrated company

Thomas Jefferson once said that he "liked the dreams of the future better than the history of the past."

At Packard Electric, our dream of the future is possible because our history for the past 100 years is one of success.

However, during our second century, Packard will be doing business in a radically different environment. Increasing worldwide competition, emerging free markets in Eastern Europe and disappearing trade barriers in the European Economic Community are some of the factors that have caused us to alter our game plan.

To ensure our continued success, Packard will enter its next 100 years as a globally integrated company. We must continue to expand our operations in what is rapidly becoming a worldwide economy. There is a critical need to become globally integrated, because our customers are operating in a global market.

I introduced Packard's global vision earlier this spring at the Management Conference, and I want to share this vision with all Packard people.

My global vision is to develop an integrated and innovative high-level decision making process on a global basis that can sense and respond quickly to multiple changing business environments and demands, while maintaining our responsiveness to regional or area conditions.

Packard is already a multi-national operation, but this is not the same as globalization. What I mean by globalization is taking the regions of North America, Packard International and Packard Electric Europe and linking them together for a competitive edge.

The case for globalization is compelling. In the 1990s, foreign markets will offer the greatest growth opportunities. In just a few years, the United States, with a \$4.2 trillion market, will no longer be the world's largest industrial-

ized market — the unified European Community will be.

With 325 million consumers, the 12-member economic community already forms the world's largest and richest market. Add 32 million citizens of the European Free Trade Association and 140 million residents of the Eastern Bloc and we're close to 500 million. In time, with hoped-for reforms in the Soviet Union, the number could rise to a total of 800 million. It is an incredible developing market.

Globalization has many advantages. Customer satisfaction is the major

benefit. Our customers are looking for linked sourcing; our recently-acquired Chrysler/Renault ARCAD business is a good example of Packard's ability to provide European and North American sourcing and design capability.

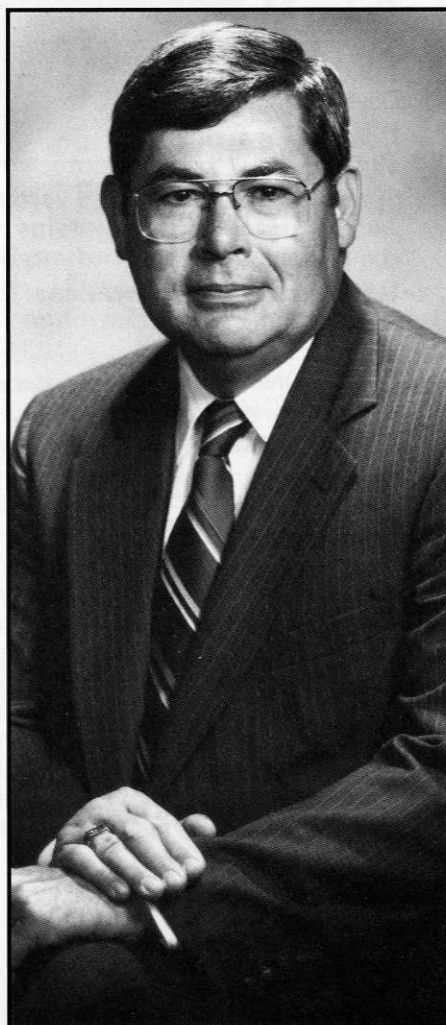
From a cost standpoint, globalization will allow us to have a "real-life" understanding of the competitive world. Globalization will also enable us to purchase material on a worldwide basis to help us reduce costs. In addition, linked technologies could also drive down costs in manufacturing systems, as well as product systems.

Plus, as new ideas emerge from each region of Packard, we'll be able to exploit these ideas and innovations in all regions. And as we link our technological base, leverage our costs and improve quality systems and products throughout the regions, I believe our response time to customers will improve. We will also better understand our customers' expectations.

Packard Electric has been going through an evolutionary process during the past several years. We have been forced to look at our rapidly changing world and its developing markets, and we have realized that Packard, as a globally integrated company, makes more sense.

Great markets are developing; the European Economic Community, the Pacific Rim and South America are prominent examples. To serve our domestic and global markets we must now not only compete with U.S. competitors, but also with companies from around the world.

Today's competition is more intense than it has ever been. We are doing business in a new economic world, and we must all recognize this and accept it. The globalization of Packard Electric is the way we think we can best compete. As we move toward globalization, we need everyone's support, teamwork and leadership to make Packard's future even better than our past.



General Manager Rudy Schlais

ACG — U.S. Operations

Who we are, what we do

The Automotive Components Group (ACG) is the largest of six operating groups in General Motors, employing about 150,000 people in the United States — 230,000 worldwide.

U.S. Operations include 103 plants in 18 states, 10 divisional headquarters and a central planning and co-ordination activity in Troy, Michigan.

AC Rochester

Headquarters:

Flint, Mich.

U.S. employment:

24,584

Specialty:

Engine management subsystems and components.

U.S. manufacturing locations:

Sioux City, Iowa
Coopersville, Mich.
Flint, Mich.
Grand Rapids, Mich.
Rochester, N.Y.
Wichita Falls, Texas
Milwaukee, Wisc.

Delco Moraine

Headquarters:

Dayton, Ohio

U.S. employment:

10,689

Specialty:

Automotive braking systems and components.

U.S. manufacturing locations:

Bristol, Conn.
Saginaw, Mich.
Dayton, Ohio
Sandusky, Ohio
Fredericksburg, Va.

Delco Products

Headquarters:

Kettering, Ohio

U.S. employment:

14,171

Specialty:

Automotive suspensions and wiper subsystems.

U.S. manufacturing locations:

Flint, Mich.
Livonia, Mich.
Rochester, N.Y.
Dayton, Ohio
Vandalia, Ohio
Kettering, Ohio

Delco Remy

Headquarters:

Anderson, Ind.

U.S. employment:

11,587

Specialty:

Automotive electrical power subsystems.

U.S. manufacturing locations:

Anaheim, Calif.
Anderson, Ind.
Muncie, Ind.
Albany, Ga.
Fitzgerald, Ga.
Olathe, Kan.
Laurel, Miss.
Meridian, Miss.
New Brunswick, N.J.

Central Foundry

Headquarters:

Saginaw, Mich.

U.S. employment:

14,253

Specialty:

Aluminum and iron castings for engine, transmission and chassis systems.

U.S. manufacturing locations:

Danville, Ill.
Bedford, Ind.
Saginaw, Mich.
Massena, N.Y.
Defiance, Ohio

Harrison Radiator

Headquarters:

Lockport, N.Y.

U.S. employment:

12,626

Specialty:

Automotive heat exchange and environmental control products.

U.S. manufacturing locations:

Tuscaloosa, Ala.
Buffalo, N.Y.
Lockport, N.Y.
Dayton, Ohio
Moraine, Ohio



DELCO REMY

ACG Headquarters Troy



INLAND FISHER GUIDE



SAGINAW



CENTRAL FOUNDRY



AC ROCHESTER



HYDRA-MATIC



HARRISON RADIATOR



PACKARD ELECTRIC



DELCO MORaine NDH



DELCO PRODUCTS

Hydra-matic

Headquarters:

Ypsilanti, Mich.

U.S. employment:

22,970

Specialty:

Hydra-matic automotive transmissions.

U.S. manufacturing locations:

Muncie, Ind.

Flint, Mich.

Three Rivers, Mich.

Warren, Mich.

Ypsilanti, Mich.

Toledo, Ohio

Inland Fisher Guide

Headquarters:

Warren, Mich.

U.S. employment:

26,484

Specialty:

Seats, interior and exterior vehicle body systems and lighting products.

U.S. manufacturing locations:

Anderson, Ind.

Monroe, La.

Adrian, Mich.

Auburn Hills, Mich.

Flint, Mich.

Grand Rapids, Mich.

Livonia, Mich.

O'Fallon, Mo.

Trenton, N.J.

Syracuse, N.Y.

Columbus, Ohio

Euclid, Ohio

Packard Electric

Headquarters:

Warren, Ohio

U.S. employment:

14,066

Specialty:

Power and signal distribution systems.

U.S. manufacturing locations:

Brookhaven, Miss.

Clinton, Miss.

Warren, Ohio

Saginaw

Headquarters:

Saginaw, Mich.

U.S. employment:

22,416

Specialty:

Automotive steering systems.

U.S. manufacturing locations:

Athens, Ala.

Detroit, Mich.

Saginaw, Mich.

Buffalo, N.Y.

Tonawanda, N.Y.

Technology sharing

Global market encourages joint resources

Some technology is unique to a particular country, while other technology is not.

According to Dr. Jack Olin, director of Advanced Engineering, sharing information on generic technology is what can make a company a truly global organization.

Fortunately for Packard, a system has been in place since 1980 with Reinshagen.

When Packard acquired Reinshagen in 1980, it became immediately evident that cooperation would benefit both organizations. Since then, there has been a continuous effort to share technology, Olin said.

In order to take advantage of this technology connection, Packard established a Packard-Reinshagen Technology Management Committee, which is

responsible for making use of joint resources and technology.

Recently, the committee developed globalization strategies for future cooperation in technology in the areas of common data bases, joint development goals, product/process five-year implementation planning and enabling technology.

The group believes that Packard and Reinshagen should work together on enabling technology, which tends to be country-independent. However, product development and design should be customer focused — regional for regional customers and global for global customers.

But coordinating technology does not mean working together on everything, Olin noted. Some areas of technology are specific to Europe or North America.

There are some aspects of technology that must be addressed from a global point of view, such as international standardization in areas ranging from product characteristics to environmental standards.

Olin concluded, "So far technology sharing has been successful. And as we fine-tune it, the process will benefit us more. Technology sharing is consistent with making Packard a truly global organization. By avoiding redundant efforts, it is also the way to get the most technology benefits at the least cost."

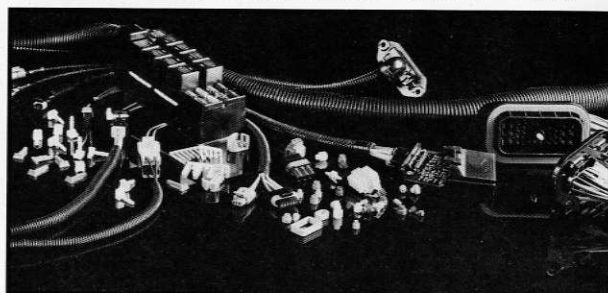


photo: Packard Marketing

Packard International employs technology to 'woo' customers

Packard International is another group participating in technology sharing.

Technology is a marketing advantage and Packard International uses it to attract global customers.

Dale Pilger, manager, Sales and Engineering, Packard International, said, "Technology is a valuable tool in attaining the division's growth objectives."

"Technology sharing results in the best of both worlds. Packard and Reinshagen learn from diverse customers and markets and then develop new technologies based on those learning experiences," Pilger said.

This process benefits both parties. For example, many of Packard's customers, such as Volkswagen and Fiat, have operations around the world. Reinshagen provides wiring harnesses and technology to those customers'

European operations today. Packard International can apply that technology for V.W. and Fiat in Brazil as opportunities arise. "Through these efforts we become a stronger global supplier and better satisfy our customers," Pilger said.

The benefits are reciprocal. For example, all eyes, especially the Japanese, are carefully watching the changing European market. Packard International has some experience in Japanese technologies through NUMMI, CAMI, and the division's Tokyo office, and may be able to help Reinshagen capitalize on the influx of Japanese auto manufacturers in Europe.

Pilger noted, "As we develop more international customers, the benefits of this relationship will become even more important. Packard International will be prepared with the best technology for any customer around the globe."

Technology sharing areas

Dr. Jack Olin, director of Packard's Advanced Engineering Department, said Packard Electric and Reinshagen share technology on the following 11 items:

- cable
- components
- future wiring systems
- process development
- wiring assembly design
- common vehicle wiring projects
- ignition
- advanced technology
- electronics
- CAD/CAE
- circuit protection testing

For each item, a Packard person is teamed with a Reinshagen person to coordinate efforts in that area.

Packard meshes efforts with Reinshagen

Not long ago, Packard Electric and Reinshagen served two separate markets.

Now the auto industry is becoming global, encouraging Packard to mesh efforts with Reinshagen, said David Schramm, chief engineer, Component Engineering.

"Both groups do not need to spend money and time developing the same technology. We are currently in the process of determining which group will handle which technology for which developments," he said.

Schramm stressed that Packard and Reinshagen must share the "how-to." Currently, Packard is sharing sealing technology with Reinshagen as well as how to crimp a terminal on a wire without soldering.

One challenge is to ensure that identical parts made in both locations uphold the same methods and procedures, even though the standards may be either regional or international, he said.

Other challenges include the language barrier, distance and cultural differences.

Schramm said overcoming the cultural barrier can be accomplished through personal relationships developed over time. Packard's Detlev von Schwerdtner, Component Engineering, serves as Schramm's prime communication link with Reinshagen.

Computer Aided Design (CAD) systems, which can translate a German blueprint from Reinshagen into one that Packard engineers are more familiar with, will also aid in the communication process. Currently, the two groups send hard copies of blueprints which must be translated. "The CAD system will provide us with a universal language," Schramm said.

He concluded, "Communication so far has been good, but we'll get better with the further globalization of our industry."

Packard's Bob Steele regularly phones Reinshagen's Heinz Joseph Schmitt to keep track of the division's efforts in technology sharing.

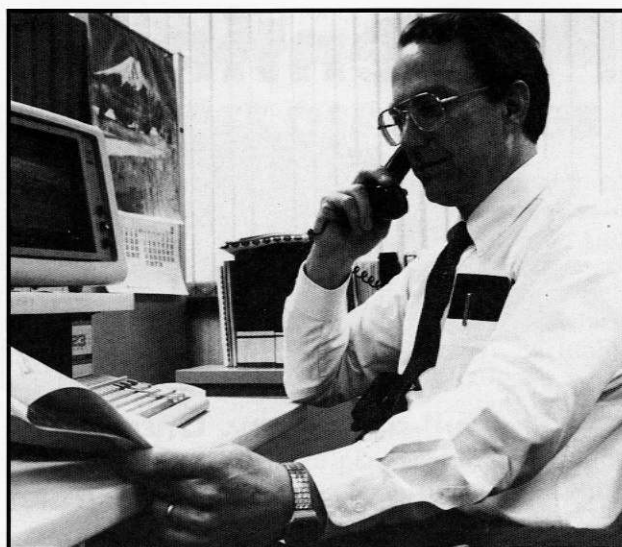


photo: Roncone

'Wie geht es dir, Heinz?' 'How are you, Bob?'

Packard's Bob Steele starts work at 1 p.m. in Heinz Joseph Schmitt's time at Reinshagen.

Even though there are many miles and time zones between Packard and Reinshagen, Steele and Schmitt manage to keep in touch through fax machines, electronic mail and especially the telephone.

The duo calls each other once a week to track active technology and product programs monitored by Packard and Reinshagen. They are one of many teams that make technology sharing a reality.

Steele, a staff development engineer at Packard, and Schmitt, a systems engineering manager at Reinshagen, take advantage of the phone in the four hour time period that their work schedules overlap — between 7 and 11 a.m. Eastern Standard Time.

While Steele speaks German "ein bisschen," which means a little, the duo conducts business in English since Schmitt speaks it fluently.

"We have to cram a lot of information in our weekly phone conversations, so I keep a running log

of topics I want to discuss with Joe. That way I won't leave anything out," Steele said.

In addition to talking over the phone, the two visit each other once a year. They exchange a lot of information on what is going on in Europe and North America.

Steele noted, "Customer specific programs are not discussed, however underlying common technology is. We do not compromise customer confidentiality."

A relationship that started out with touring each others' plants in 1980 turned into weekly phone correspondence. During the last 468 phone conversations, a friendship has emerged. "We've worked together for so long that it's tough not to develop a friendship," Steele said.

One result of their partnership is the co-authorship of technical papers on fiber optics in 1985 and 1987.

But technical writing isn't the only written correspondence exchanged. Each year, the Schmitts exchange cards with the Steeles wishing each other "Frohe Weihnachten" or Merry Christmas.

GM-300

Presenting . . .

photo: Chevrolet Motor Division



the 1991 Chevrolet Caprice

The full-size Chevy. Once called Bel Air. Then Impala. Now Caprice.

Thirty-five years after Chevrolet introduced the 1955 Bel Air — its stylish, low-priced family car — the 1991 Caprice made its showroom debut this month.

Caprice Facts

Standard equipment

Rear-wheel drive. Anti-lock brakes. Driver's side Supplemental Inflatable Restraint airbag.

Engine

V-8. 170 horse-power. Four-speed automatic transmission.

Length

214.1 inches. The design is 2 inches longer and 2 inches wider than its predecessor.

Width

77 inches.

Weight

3,909 pounds.

Trunk space

20.4 cubic feet.

Mileage

17 mpg city. 26 mpg highway.

Produced by:

GM assembly plants in Willow Run, Mich., and Arlington, Texas.

Specialty Equipment Options

The 1991 Caprice is also sold for Specialty Equipment Options such as police and taxi vehicles, which account for approximately 10 percent of the volume.

GM-300: benchmark vehicle for Packard/C-P-C partnership

Packard Electric is quite proud of the re-designed Chevrolet Caprice.

Steve Duca, who worked as assistant staff engineer on this project, said it represents the first time the division was given full power and signal distribution design responsibility for C-P-C.

This means Packard not only designed the wiring systems, but also performed the release engineering, Duca explained.

"The 1991 Caprice is a benchmark vehicle for the Packard/C-P-C partnership activity. It is the result of a relationship that we've transitioned into over the last two years," Duca said.

In addition to incorporating the new partnership engineering concept, Packard participated in target costing. This means the division and C-P-C mutually agreed upon an aggressive wiring cost target before designs were made.

Other ways Packard helped vehicle cost and quality were by:

- Converting 97 percent of the wiring to thin-wall cable
- Increasing the percentage of sealed connections to 36 percent,

as opposed to 20 percent in the past

- Upgrading the technology of the wiring system — in particular the connections — to new technology such as Metri-Packs
- Reducing the part numbers required to produce specific option packages by grouping together electrical features
- Decreasing wiring assembly part numbers per vehicle by 50 percent

Packard must be on its toes to ensure perfect quality, Duca said. Because the vehicle assembly process has changed due to re-design, the platform is experiencing "growing pains." This means Packard had to make "essential changes in products which made us scramble."

For example, the division had to re-route some wiring assemblies and add circuitry for some features.

But it was worth it, Duca noted, looking at the finished product. "This was the first time in over a decade that the car was re-designed."

Plant 45 serves as bumper-to-bumper supplier

From bumper to bumper, Plant 45 in Cortland supplies the Caprice's cut leads.

And that's not an easy job. The plant had to be totally rearranged to handle the GM-300 business, which almost doubled the plant's output of leads per day, according to Superintendent George Mansfield.

Rearrangement was just the first challenge, Mansfield said.

He noted in 1989, Plant 45 provided an average of 560,000 leads per day to its customers. Now, approximately 1 million leads per day are supplied to Plant 45's customers in Mexico East, Mexico West and Plant 46 in Cortland.

While the plant is currently shipping an average of 400,000 GM-300 leads per day, Plant 45 is coping with "growing pains."

Plant 45 recently completed the sedan pilot build phase and is now in the sedan start-up phase and Block II wagon pilots. Mansfield said the biggest challenge facing the plant on the GM-300 project is "establishing a stable product design and manufacturing processes and technology that will enable us to build a world class product in line with our Packard Production System goals."

To support the GM-300 business, Plant 45 created modules. Each one is aligned to specific final harness assembly packages in Mexico East.

In addition, the plant added a cut lead store to supply Mexico East with standard pack quantities using a pull system.

A significant change in technology was also necessary. In the past, Plant 45 supplied engine control cut leads to customers. For the Caprice, 11 CS-21 soft grip cutters were added to handle the increased product requirements.

Mansfield said automatic coiling operations are still being developed and are planned to facilitate long lead handling. This technology is crucial in order to effectively handle the long lead requirements.

While the Cortland Plant provides all cut leads, other Packard locations also supply material for the Caprice. Plant 14 provides pull-to-seat sub-assemblies and Plant 23 supplies insulation displacement terminated leads. Plants 3, 11 and 22 provide plastic parts and terminals.

Mexico East provides GM-300 with most harness assemblies

Mexico East holds another piece to the puzzle of Packard's involvement in the GM-300 program.

Two Mexico East plants — Nuevo Laredo II and Sabinas Coahuila — support the GM-300 business with all the major harness assemblies, except the ignition harnesses and battery cables, according to Haven K. Jenkins, manager, Cost Center II, Mexico East.

For the Caprice, Nuevo Laredo II supplies:

- body harnesses
- instrument panel harnesses
- forward lamp harnesses
- rear body harnesses
- anti-lock braking system harnesses
- Supplemental Inflatable Restraint harnesses
- miscellaneous harnesses
 - roof assembly
 - deck lid
 - twilight sentinel
 - cross-car extension
 - rear defog

Sabinas Coahuila supplies cross-car harnesses and engine harnesses.

Nuevo Laredo II and Sabinas

Coahuila are platform-aligned with GM assembly plants in Willow Run, Mich., and Arlington, Texas.

Jenkins said Mexico East felt Caprice's growing pains, which are experienced by virtually every new vehicle program.

"Buildability cannot be fully analyzed during pre-pilot, prototype or pilot vehicles. This is determined as mass production begins and ultimately reaches the targeted daily build rates," he said.

To ensure that a quality vehicle is produced, modifications were made. These changes have an impact in every arena, such as engineering product and process redesign, in-process inventory levels and material systems.

Jenkins said, "The division is committed to design for buildability/processability both at Packard and the vehicle assembly plants. Through this process, we will meet the objective that GM is committed to — to build the best cars and trucks in the industry."

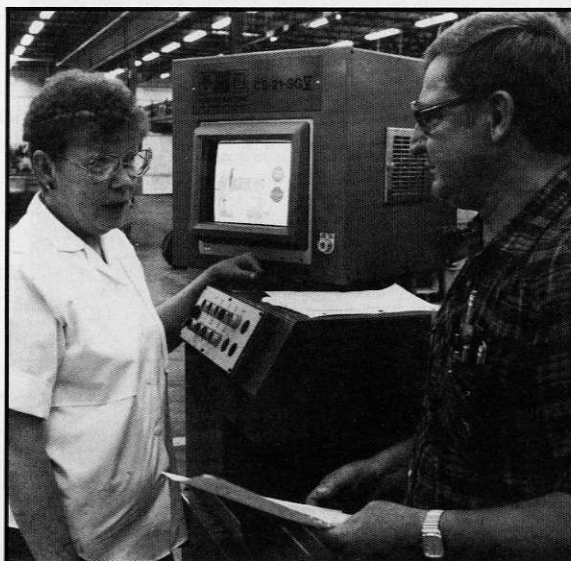


photo: Carney

Art Bangert, trainer, teaches Barbara Walls, an operator in Dept. 4521, how to operate a CS-21 soft grip cutter equipped with a high tech set-up control screen. Plant 45 added 11 of these cutters to support the GM-300 program.

'Super customer' headed in the right direction

By Michael Hissam

Manufacturing strategies adopted by Packard Electric when it opened plants in Mexico in the past decade have developed a partnership that also strengthened job security in the U.S.

More importantly, the bottom line in 1990 shows a narrowing — but not an elimination — of the disadvantageous cost gap between the division and its competitors, according to Lee Crawford, director, Packard Electric Mexico West Operations.

"Composite costs show that we are headed in the right direction as a result of this U.S.-Mexico partnership over the past decade. We are not yet where we want to be as a competitor. However, had we not gone forward with strategies back then, we might not be around now to plan for tomorrow," Crawford pointed out.

Packard's strategy called for shifting labor-intensive final assembly work to Mexico, while developing capital-intensive manufacturing activity in Ohio and Mississippi. In short, Mexico became the "super customer" for Packard's U.S. components. General Motors, in turn, became Packard-Mexico's own "super customer."

Not one Packard U.S. employee lost his or her job in the equation. That, however, was not the case in the 1970s and 1980s when several competitors went south "lock, stock and barrel," Crawford said.

From his viewpoint in El Paso/Juarez — an international megalopolis of 2 million — Crawford noted that Packard was not the first automotive power and

signal distribution manufacturer to make use of cost advantages associated with Mexico. "Our U.S. competitors were actually here before us. Our Japanese competitors set up shop a bit later — in some cases right around the corner from our plants."



photo: Hissam

Juan Manuel Najera, operator/utility at Conductores I in Ciudad Juarez, selects connectors to be used in final assembly of rear-body harnesses for Oldsmobile and Buick C-body vehicles.



A new product at Rio Bravo V in Ciudad Juarez is a protector block for a telecommunications switching unit for Siemens. Examining the product are (from left) Tomas Cruz, production supervisor, Rafael Marroquin, plant manager, Julio Acosta, technician and Zoila Fraire, production operator.

More recently, Korean, German and French firms in various industries have hung out the "se solicita" or "help wanted" signs in Mexico. "Statistics show there are 1,700 Maquiladora factories employing 450,000 workers in Mexico as worldwide cost competition intensifies," he added.

Quality gains business

Packard's synchronous manufacturing processes in Mexico result in a multifaceted economic gain for the entire division, according to Crawford. "Synchronous manufacturing essentially means elimination of waste. It combines efficient plant layout, minimal in-process inventory and a high level of throughput to allow just-in-time delivery to our customers."

One Packard Mexico West plant, Cableados de Juarez, produced 1.6 million wiring harnesses in 1989. "They received only one customer complaint for the entire year. They averaged 99 percent conformance to specification — and they never missed a customer shipping schedule."

"We feel that Cableados and other Packard Mexico West and East plants are meeting customers' quality expectations. Further evidence of this customer satisfaction is that we have earned business beyond General Motors. We now sell our assemblies to NUMMI, CAMI, Toyota, Isuzu, Volkswagen and Mercedes-Benz. These are assemblies that include design, sales, cable, terminals and components from Ohio and Mississippi."

Crawford concluded, "The strategies concerning Mexico are paying off. By using the most economically viable environments, Packard is growing, gaining new business — and that's the real key to security all of us want."



INTERNATIONALLY SPEAKING



AROUND THE WORLD WITH PACKARD

ACG Europe

U.S. manufacturers know the time to act is now or they may be locked out of the European market.

Packard Electric, through its Automotive Components Group (ACG) alliance, is in a position to be a part of the growing European market.

In early March, Kurt Schweikhard, director of Materials Management, ACG Europe, visited Packard. He stressed how important utilizing the ACG's combined purchasing power and expertise are in the growing European market.

"The primary goal of Materials Management in the ACG Europe is to bring the various activities of the ACG component divisions in Europe together for leverage purposes. Operations in Europe are of a smaller scale than in the United States, making teamwork more vital in effectively using our combined resources," he said.

The biggest opportunity for the ACG Materials Management area is to present one voice in the marketplace to enhance purchasing power.

"We have to analyze all the material and service requirements throughout the ACG and look for common requirements," Schweikhard said.

He said the ACG wants Packard to

bring its expertise "to the party."

"The Packard Excellence concept provides the direction to implement synchronous manufacturing, thereby reducing inventory levels and improving quality," Schweikhard said.

Packard's global expertise is highlighted by Reinshagen's activities in Europe and Packard's Mexican Operations.

Packard's Japan Branch

By teaming with AC Rochester Division representatives in Japan, Packard International was able to convince Suzuki to use a Packard connection system. Additional Packard components will also be sold to AC Rochester and American Yazaki for this application. Originally, Suzuki preferred to use a Sumitomo connection system for this application. Packard International credits this new business to having employees located in Japan.

Hyundai Sonata

Hyundai recently released to Packard International two additional harness part numbers at a volume of 80,000 to 100,000 units per year. Packard International will now be supplying a total of 30 part numbers to the Hyundai Bromont, Canada, facility beginning in July.

Siemens Automotive

Siemens Automotive asked Packard to develop a mating connector for a new generation multi-port fuel injector. Siemens chose a sealed Metri-Pack connection rather than the traditional wire-lock injector connector. Estimated annual volume is 3 million injectors and mating connectors worldwide.

Shinsung Packard

Shinsung Packard reviewed its Co-operative Involvement Program with Daewoo Motor Company's (DWMC) upper management and received favorable feedback according to Bick Lesser, manager of Shinsung Packard. DWMC committed full support and believes that the program is very successful as presently designed. They also observed, "whatever you are doing is obviously working well," since Shinsung Packard wiring problems have not surfaced during any of their quality or audit reviews.

In addition, Shinsung Packard was presented with a Level II "Targets for Excellence" award by DWMC in February. This award has been earned by the top 10 percent of DWMC suppliers.

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