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 PAGE 1 OF 2

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HERE COME THE SHOCK TROOPS. DaimlerChrysler started its overhaul of Chrysler at the top. As DCX works its way down to the next level of managers, it's apparent that most, if not all, the key positions in Auburn Hills will be filled with replacements from Germany who are already up to speed on the German way of doing things.

In short, the cultural clash that has marked the Daimler-Chrysler merger from day one is over. On Monday, Chairman Juergen Schrempp and newly appointed Chrysler President Dieter Zetsche made it crystal clear how business will be conducted from now on: It will be Stuttgart's way or the highway.

The resulting exodus of talent from Chrysler should prove a boon to other OEMs and major suppliers in the Detroit area. It's also a big career opportunity for DCX outsiders who are willing to help rebuild Chrysler.

NHTSA OPENS PROBE ON GOODYEAR TRUCK TIRES. NHTSA is opening a preliminary investigation into Goodyear's Load Range E light commercial truck tires, implicated in 37 fatalities where the tread separated.

Goodyear, insisting the tire has no design flaw, says the reported accidents involve only 0.00075% of the 37 million Load Range E tires it has manufactured since introducing them nine years ago.

Analysts say the company must acknowledge the issue quickly and be open about it to avoid suffering a repeat of the Firestone recall debacle.

CIVIC, VOLVO EARN FIVE-STAR CRASH RATINGS. The 2001 Honda Civic Coupe and Volvo S80 sedan each earned perfect five-star federal ratings for front and rear occupants in frontal and side impact crashes. They are the first cars to do so in this year's ongoing tests by the National Highway Traffic Safety Administration.

MITSUBISHI MAY NEED OUTSIDE HELP. Mitsubishi Motors CEO Takashi Sonobe says he will take the lead in turning around his company—perhaps with a little help from Rolf Eckrodt, the new COO who arrives in January from DaimlerChrysler, the 34% owner of Mitsubishi.

Who is Sonobe kidding? Maybe only himself, suggests a report on *Business Week Online*. Doubting an insider can move Mitsubishi quickly enough, it says Sonobe should let Eckrodt attack the company's costs with a chainsaw, much as Renault's Carlos Ghosn has done at Nissan and as Dieter Zetsche and Wolfgang Bernhard are about to do at DCX's Chrysler Group.

NISSAN EXPECTED TO PAY BACK MISSISSIPPI INCENTIVE PACKAGE WITHIN 3 YEARS. Nissan Motor reportedly will need no more than three years to pay back the \$295 million in tax breaks and other incentives it received to build a \$930 million factory in Mississippi.

The facility is to begin building SUVs, minivans and pickup trucks in 2003. Payoff will come thereafter in the form of taxes paid by the company and its 3,300 new

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employees, according to the co-chair of the Mississippi Partnership for Economic Development in a meeting with the editorial board of Biloxi's *Sun Herald* newspaper.

Have A Happy Thanksgiving

AUTOBEAT DAILY
returns on Monday, November 27

TOYOTA HINTS AT MORE U.S. TRUCK CAPACITY.

Toyota Motor says it may add production at its truck plant in Princeton, Ind., if it can find the right products to build and line up sufficient engine capacity for them.

Alan DeCarr, vice president for sales in the company's U.S. marketing arm, dropped the hint on Tuesday without saying when it might happen.

FORD MOVES TO DISQUALIFY JUDGE IN IGNITION SYSTEM RECALL.

Ford lawyers are claiming the California judge who ordered a statewide recall of some 1.7 million of its cars and trucks is biased and should be disqualified. The judge says Ford is taking his comments out of context to avoid the order.

The judge issued the court-ordered recall, a first of its kind in the U.S., after ruling on Oct. 11 that "thick film" ignition modules built into some 23 million U.S. Ford vehicles between 1983 and 1995 were prone to overheating and failing. At least six other states have similar suits pending.

SATURN ADDS OWNER-ONLY WEB AREA. Saturn Corp. is developing a "My Saturn" section for its Web site. The area, still under development, will offer games,

discounts with affiliated non-automotive retailers, trip and travel help, service schedules, connections to the selling dealership and, eventually, online chat rooms. Owners log in by entering their car's VIN.

DANA'S SPICER UNIT WINS BALDRIGE QUALITY AWARD.

The Spicer Driveshaft Div. of Dana Corp. won one of two 2000 Malcolm Baldrige National Quality Awards for manufacturing. The second went to Karlee Co., a Texas-based maker of machined and sheet metal parts.

The Baldrige award was established by Congress in 1988. It requires a lengthy evaluation of leadership, strategic planning, customer/market focus, information/ analysis, human resources, process management and business results. Dana's Commercial Credit Corp. leasing subsidiary received the award in 1996.

FORD, VISTEON, UAW TO SET UP FAMILY CENTERS NATIONWIDE.

At least 13 new family service and learning centers will be built over the next several years by Ford and Visteon under terms of a 1999 labor agreement with the United Auto Workers.

Two new centers are to open next year, eight in 2002 and three by fall 2003. They will be located in and around Detroit, Cleveland, Louisville, Chicago and Kansas City. The 24-hour centers will offer childcare, teen programs and adult education classes to UAW members and other employees of Ford and Visteon. Similar programs will be offered in existing facilities at about 20 other locations.

NISSAN TO SUPPLY DIESEL ENGINES TO RENAULT.

Nissan Motor and Nissan Diesel Motor will begin supplying 3-liter, four-cylinder diesel engines to Renault in 2003, according to the Kyodo Financial Newswire.

CLOSING STOCKS

| STOCK | SYMBOL | CLOSE | CHANGE | STOCK | SYMBOL | CLOSE | CHANGE |
|-------------------|--------|-----------|--------|---------------------|--------|-------|--------|
| DOW | | 10,494.50 | +31.85 | Ford | F | 24.38 | +0.88 |
| NASDAQ | | 2,871.45 | -4.19 | General Motors | GM | 51.31 | -0.25 |
| ArvinMeritor | ARM | 14.00 | +0.19 | Goodyear | GT | 17.53 | -0.59 |
| American Axle | AXL | 10.44 | -0.19 | Johnson Controls | JCI | 55.12 | -1.06 |
| DaimlerChrysler | DCX | 38.85 | -1.25 | Lear | LEA | 22.19 | -0.31 |
| Dana | DCN | 17.69 | -0.38 | Magna International | MGA | 42.75 | +0.12 |
| Delphi Automotive | DPH | 14.00 | -0.38 | TRW | TRW | 33.44 | -0.81 |
| Eaton | ETN | 71.50 | +0.69 | Visteon | VC | 15.69 | 0.00 |


