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Auto Plants Improve Cleanliness, Quality, Boost Employee Productivity – Mauro Pino

by Jim Stickford

Mauro Pino, Chrysler's head of World Class Manufacturing, spoke about the importance of World Class Manufacturing (WCM) both as a concept and as a practice at a special Lawrence Tech-sponsored conference at the school's Southfield campus June 5.

Pino said that management and labor need to join together to make WCM work.

A manufacturing company can have the greatest designs in the world, he said, but someone still has to do the hard work of actually making the product – and that manufacturing process has to be efficient.

"So that means being open to ideas," Pino said. "That means making the workplace a clean environment that is a nice place to work."

In the past, car factories were known as dingy places with dirty floors, Pino said, adding that it would be just plain wrong to deny that was true at one point. But by opening the factories up to natural light, he said, and keeping the floors and walls clean, they become better places to work in and the employees become more productive.

Part of having good employees is having trained employees, Pino said. That's why Chrysler, in partnership with the UAW, opened up the WCM Academy (WCMA) in Warren. The building is owned by the union, and the curriculum is the result of a partnership between the union and Chrysler. Workers have 40 classes available to them.

Pino said the WCMA was opened so that workers could receive the training needed to perform specific functions at the company's plants.

The WCMA offers both classes and lab work, Pino said. That just makes sense, he added, because the students are being taught how to do things. About 70 percent of a student's time is spent outside the classroom getting the hands-on training needed to learn the skills required in Chrysler's factories.

And part of having WCM standards is listening to the workers, Pino said, adding that they are the ones on the production line and their insights can help make the manufacturing system leaner, more productive and just plain easier for workers to do their jobs.

So far in North America, workers have submitted 366,000 sug-



Chrysler's Mauro Pino

gestions since 2010 on how to make improvements, Pino said, with about 70 percent of those suggestions being implemented by the company.

Pino said that everyone at Chrysler is aware of what needs to be done to have WCM in all of its factories, but part of the problem is that Chrysler is a relatively small company and making all the changes needed takes a lot of time and money. So while not everything that needs to be done can be done now, he said, Chrysler is making sure that it is doing what can be done given the company's resources and time available.

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Cadillac Goes Rogue With New Ad Agency

Cadillac has selected a new advertising agency – Rogue – as its creative agency of record.

Created specifically for Cadillac, Rogue is part of the Interpublic Group of agencies drawing on the resources of three existing IPG agencies – Hill Holliday out of Boston, Lowe out of London and Campbell-Ewald out of Warren.

Cadillac spokesperson Jordana Strosberg said Rogue brings global capabilities, a depth of experience in integrated marketing and a strong understanding of luxury brands coupled with an automotive marketing background.

"The final decision was made on June 11," Strosberg said. "Rogue has become the agency of record immediately. More practically, that comes with a 60-day period of transition."

"All of the invited agencies demonstrated a high level of thinking and clearly worked very hard during the review process," said Bob Ferguson, vice president, Global Cadillac. "We selected Rogue because its strategic insights, creative vision for Cadillac and strong luxury and automotive experience were the best match for our global growth plan."

The agencies vying for the

Cadillac account were DDB, Publicis Worldwide, Fallon (the agency that had the Cadillac account) and IPG, which won the account and created Rogue, Strosberg said.

Rogue will be headquartered in Campbell-Ewald's Detroit-area office, with much of the creative and strategy work located in Hill Holliday's Boston office.

Campbell Ewald spokesperson Mary Evans said in a statement that the agency is "thrilled to be a part of taking the Cadillac brand to the next level. Along with our IPG partner agencies, we will bring strategic leadership, top creative talent, and extensive automotive experience to tell Cadillac's story in new and energizing ways."

Interpublic Chairman and CEO Michael Roth said, "Our open architecture model brings together outstanding IPG talent with deep knowledge of both autos and the luxury consumer – domestically and around the world."

"Our offering will be comprised of the exceptional creative capabilities of Hill Holliday, a powerful base of operations in Detroit thanks to Campbell Ewald, and Lowe's dynamic in-

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Lutz Talks About Life in the Automotive Corporate World

by Jim Stickford

Automotive legend Bob Lutz said GM "owes Anne (Asenio) a great debt of gratitude" for changing the interiors of GM cars.

Lutz's remarks came at a special forum called, "CATiA Creative Design and ICEM Day," held June 13 at Lawrence Tech University and sponsored by auto supplier Dassault Systemes.

Lutz discussed creative design in the automotive industry and

his new book, "Idiots and Icons."

He talked about Asenio – who also spoke at the forum – who is currently based in her home country of France, but worked under Lutz at GM for many years.

He said back in the day he tasked Asenio with changing GM's vehicle interiors.

"I wanted her to use as a benchmark the best Japanese and German vehicle interiors," Lutz said. "GM's interiors were not known as being stylish. They used a lot of molded plastic."

He said Asenio faced a lot of opposition. Interior designers and suppliers told her that GM never did things the way she asked, so it must be a mistake.

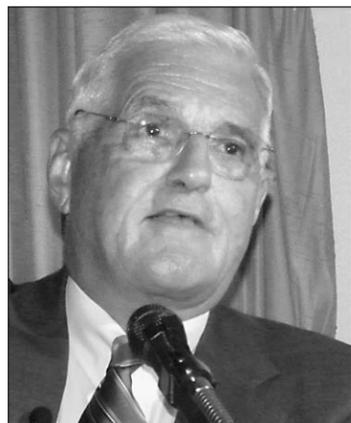
Lutz said that it was difficult to get people to understand that the new guidelines weren't a mistake and that he and his managers were serious about improving interiors. But things finally changed, he said.

"Changing GM's design culture was a major achievement," Lutz said. "The company owes Anne a

great debt of gratitude. The Buick Enclave's interior is one of the best in the industry and it's because of her."

Lutz then talked about some of the people in his latest book and the lessons he learned from them. He said his first job at GM after he got his MBA was working for a man who said that Lutz used too many fancy words and that he was in a department where they did business the

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Bob Lutz

1949 Plymouth 'High and Mighty' Travels To St. Ignace for 38th Annual Car Show

by Irena Granaas

When Bob Lees unveils the tricked-out "High and Mighty" at the 38th annual St. Ignace Car Show June 27-29, few will be able to take their eyes off this striking replica of a part of Chrysler performance car history.

With its mirrored headlights, multiple bugle-shaped, "sonically tuned" chrome exhaust pipes extending out to the sides, chopped top and high ground clearance, it little resembles the sedate business class coupe from which it was created.

Lees, a CEMA (Chrysler Employee Motorsport Association) member and Grosse Pointe resident, explained that the original 1949 High and Mighty Plymouth was an historic car that first established Chrysler's winning reputation on the race track.

According to CEMA President Christopher Suminski, the car was the creation of the Ramchargers, a group of Chrysler en-

gineers who loved what they did, so much so that they got together and spent many hours out of their own time, and spent their own money creating and taking their tricked-out cars to the drag strip.

The Ramchargers built the High and Mighty using the 1949 Plymouth business coupe as the body in 1959. The original Plymouth business coupe had a small flathead six-cylinder engine, which was replaced by a 354-cubic-inch HEMI V8 engine.

"Since they knew each other at work and spent a lot of time with each other after work, they decided to build a club car and the Ramchargers were formed," Suminski said. "They were so good at product and development with their own cars that they brought their ideas back to work to help with the race program. The 1949 Plymouth High and Mighty car was born."

Lees, who is going up to the St. Ignace Car Show with his wife

Judy said the Plymouth is a featured car at the event, and the car will be displayed on a trailer and towed during the Friday evening parade.

Lees noted that two members of the original Ramchargers, Pete McNicholl and Troy Simonsen, will be attending the show, and will be in the Ramcharger booth signing autographs. Photographs and T-shirts featuring the car will be available for purchase and can be autographed as well.

Suminski said The High and Mighty was a first in many ways to help develop and change stock drag car racing.

"It first appeared in 1959 at the NHRA (National Hot Rod Association) Nationals at Detroit Dragway," Lees said, "racing against the cream of the crop. It set a record of 109.7 mph in the quarter-mile."

The High and Mighty brought many innovative features that hadn't been seen before at the drag strip, said Lees, including



A first in many ways, this 'rod "helped change stock drag car racing."

the first tunnel Ram-tuned intake manifold and sonically tuned exhaust pipes and rear wheels that were moved forward 11 inches.

"That was done to get a weight transfer to the rear wheels when the car launches to get better traction," Lees said.

As part of that weight transfer, the car's engine was set back further toward the rear and set higher in the car, which also helps transfer weight to the rear wheels for traction. The car's

rear suspension was a four-link coil adjustable rear suspension, which enabled them to adjust the suspension to improve traction.

"The High and Mighty was so named because of the characteristics of the car being set higher – and of course, it was mighty," Lees said.

He added they lowered the top of the car four inches to improve the aerodynamics. According to

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