

From left, University of Miami's Holmes, Brown, Owens and Ward were among the students who visited FCA.

FCA Recently Played Host to Black MBA Students From Across the United States

by Jim Stickford

FCA US played host to the National Black MBA Association's (NBMBAA) 2018 Graduate Case Competition.

The event was held on Sept. 26 at FCA's Auburn Hills headquarters. Brian Johnson, FCA senior manager of Diversity and Inclusion, said that FCA, and Chrysler before it, has been an active sup-

porter of NBMBAA for more than 30 years and the exclusive sponsor of the Graduate Student Case Competition since 1995. Over that time, more than 2,500 graduate students have participated in the competition.

"FCA US is proud to continue its several decades of long support of the National Black MBA Association and the Graduate Student Case Competition,"

Johnson said. "The competition is a showcase event for diversity, leadership and student achievement that enables our company to demonstrate our commitment to identifying, recruiting and developing diverse talent and future business leaders."

What makes 2018 special is that the NBMBAA held its first

CONTINUED ON PAGE 2

Barra Receives Special Award From Yale Group

Mary T. Barra, board chairman and chief executive officer of General Motors, accepted the Yale Chief Executive Leadership Institute's Legend in Leadership Award at a ceremony at the Yale CEO Caucus in Washington, D.C.

The award was presented on Sept. 24 to Barra by David Abney, chairman and chief executive officer of UPS, and Ellen Kullman, former chairman and chief executive officer of DuPont, said Yale spokesman Nathan Williams.

"Mary Barra has GM in her DNA. She worked in GM for 33 years – starting as an 18-year-old co-op student working on the factory floor – before being named CEO in 2013," said Caucus organizer Jeffrey Sonnenfeld, senior associate dean for leadership studies at the Yale School of Management.

"Her father worked for GM for almost 40 years as a tool-and-die maker, and Mary went to college at what was then called the General Motors Institute. She held a series of manufacturing, engineering, and senior staff positions, including plant manager, global HR, and global manufacturing engineer. In the aftermath of GM's 2009 bankruptcy, she led the revitalization of GM's product development process, result-



Mary Barra

ing in the launch of celebrated new products, the delivery of record product quality ratings, and a dramatic improvement in customer satisfaction.

"Barra led the company through a product-safety crisis she inherited on her first month on the job in January 2014, when an ignition-switch defect led to many deaths in earlier years. Through toughness, transparency, competence, and putting her A-team talent on this challenge as a top priority, she restored and enhanced public trust. She

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Ford Celebrates Century of Manufacturing at Rouge Site

by Jim Stickford

Ford celebrated its past by reaffirming its commitment to the future.

Executive Chairman of Ford Motor Company Bill Ford said on Sept. 27 that starting in the year 2020, the Dearborn Assembly plant will begin producing the first F-150 Hybrid.

The Sept. 27 announcement was part of the ceremony that celebrated 100 years of production at Ford's Rouge complex.

In addition to the electric F-150 news, media and invited guests – including hundreds of Rouge employees – were given a brief history of the facility and had the

opportunity to see samples of every car and truck ever built at the site.

Bernie Ricke, president of UAW Local 600, said he started working at the Rouge complex in the 1970s, and had the chance to meet and talk with people who started there in the 1930s. He said the transformation that has taken place at the facility in the last 40 years was remarkable.

Joe Hinrichs, executive vice president and president of Ford's Global Operations, said he started his career at Ford as a plant manager and his tenure at the company has taken him to Ford facilities around the world – and he's learned one thing.

"I can tell you that there is no place like the Rouge," Hinrichs said. "The concept behind this place is simple. Henry Ford had the idea to build cars that the average person could afford. To do this, he built the Rouge facility. To make his dream possible, he built a site that gave him complete control of the manufacturing process from beginning to end."

He said the facility gained national and international attention as a model of mass production, and even today people from Silicon Valley come here to see how Ford does it. But the real secret

CONTINUED ON PAGE 4



Bill Ford with Dearborn Truck Plant manager Debbie Manzano.



From left, Ramsey, Richie, LaFontaine and George, spoke on the potential of automotive subscription services.

Automotive Subscription Services Wave of Future

by Jim Stickford

The future of automotive subscription services was the topic of conversation by a panel of automotive experts at a recent Automotive Press Association gathering at the Detroit Athletic Club.

The panel discussion was held on Sept. 25, and was moderated by Mike Ramsey, research director for the auto industry at the research and advisory company Gartner.

The panelists were Chance Richie, CEO of the automotive subscription service Mobiliti; Joe George, president of Cox Automotive Mobility Solutions; and Ryan LaFontaine, CEO of the LaFontaine Automotive Group based in Lansing.

Sara Locricchio, spokeswoman for the new car subscription service Mobiliti, said that most services operate along similar lines. Mobiliti is an app-based service. That means that people interested download the app and use it to sign up for the service.

With Mobiliti, people fill out the forms electronically and use the app to find a car they wish to "subscribe" to. So if someone wants, say, a Ford F-150, they put that down. They also give certain information, including a credit card number and driver's license number.

Mobiliti does the rest and sends the app user a location of a car dealership that is part of the Mobiliti network that has a

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Mystery Writer Visiting Library

Local Author Karen Dybis returns to the Miller Library on Thursday, Oct. 25, at 6 p.m. to share the story of "The Witch of Delray: Rose Veres & Detroit's Infamous 1930's Murder Mystery."

Warren librarian Amy Nelson said the story takes place during the Great Depression in Detroit. A mysterious murder at a boardinghouse led to an investigation of Hungarian immigrant Rose Veres. Amid accusations of witchcraft, Rose and her son Bill were convicted of the brutal killing and suspected in a dozen more. Their cries of innocence went unheeded – until one lawyer, determined to seek justice, took on the case.

This presentation will be held in Conference Room A (Room 203) of the Warren Community Center. Registration is required by calling 586-751-5377.

The Miller Branch Library is located at 5460 Arden in the Warren Community Center (between 14 Mile and Chicago roads, west of Mound).



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FCA Plays Host to the National Black MBA Association

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gathering in Detroit 40 years ago, Johnson said. This year is the first time the organization has held its annual conference in Detroit since then.

"FCA has long been a sponsor of the graduate competition," Johnson said. "We send teams out to the NMBAA conference, but this year we're able to show MBA students our headquarters and give them a 'day in the life' of working at FCA."

In a tight labor market, it's important that companies like FCA reach out to groups like NMBAA to secure talent, Johnson said. He pointed out that in recent years Detroit has become more of a hub for similar events. The city is now home to an annual event that supports women in STEM fields, for example.

"I was born and raised in Detroit," Johnson said. "It's been interesting to see how people from outside Michigan have begun to view the city and now I have a new paradigm for looking at Detroit."

The schools participating in the NMBAA competition asked to be a part of the event, Johnson said. This year, 36 different schools will participate. Each team consists of either four or five MBA students who must work together to prepare a business plan based on a scenario created for them.

This year's scenario required the students to create a business that develops strategies that position the Mopar brand in today's shared economy.

Johnson said that the students are given their assignments several weeks in advance. Each team then has to present their business plans to a panel of judges, who then decide the winners.

The prize for first place is \$25,000, second place is \$15,000 and third place is \$10,000.

Among the schools that sent a team, led by Jacqueline Holmes, from the University of Miami. She picked the rest of the University of Miami team: William Brown, Paige Owens and Darren Ward.

"I picked these people because each of them had a different speciality and provided a diverse set of experiences," Holmes said. "Darren comes from the consulting world, Paige has marketing experience and William comes from IT. My area of expertise is supply chain operations."

Holmes said that once the team was selected, they received the test case scenario from FCA.



Black MBA students from 36 schools across the country visited FCA's headquarters in Auburn Hills.

The team members read what they were given and then began writing down questions they could ask to get more information.

"We had one phone call with FCA people that enable us to clarify several things," Holmes said. "Once that happened we each came up with ideas on how to proceed in the development of our presentation. We then chose the one we wanted to go with that we felt did the best job of completing the assignment. The idea

we adopted came from Darren and we met about once a week on Sunday to make it more clear."

Holmes also credited Brown for bringing McDonald's food to the Sunday gatherings. As it got closer to the presentation time, they began meeting more frequently. The presentation to judges was done by Ward, Owens and Brown.

"It took us six iterations, getting with our advisor Josh Espinosa to come up with our final plan," Holmes said.

Ward said that coming to Detroit in general, and FCA headquarters specifically, was really exciting.

"We like the possibility of working in the auto industry," Ward said. "It has become more hip and exciting over the past few years. These vehicles have so much technology and so much change coming, I like the idea of having a career here in Detroit in the auto industry if the opportunity presents itself."

Tariffs on Metals Could Cost OEMs Billions

by TOM KRISHER and JOSH BOAK
AP Business Writers

DETROIT (AP) – From Ford to Walmart to Procter & Gamble, a growing number of iconic American companies are warning that President Donald Trump's tariffs on U.S. imports are raising their costs and prices.

Jim Hackett, CEO of Ford, the second-largest U.S.-based automaker, said Sept. 26 that Trump's taxes on imported steel and aluminum are costing Ford \$1 billion and threatening to ignite price increases across the auto industry.

Likewise, Walmart, America's largest retailer, has told the administration that Trump's latest round of taxes – on \$200 billion of Chinese imports – could increase prices for its shoppers. Walmart specifically mentioned items ranging from car seats, cribs and backpacks to hats, pet products and bicycles.

Procter & Gamble, the consumer products giant, has

warned of both potential price increases and job losses as a result of the tariffs.

In the meantime, drinking Coca-Cola is costing more because of Trump's tariffs.

Macy's, too, has warned of likely price increases. So has the retail outlet, The Gap.

On Sept. 26, Federal Reserve Chairman Jerome Powell took on the issue at a news conference after the Fed announced its latest interest rate hike.

Asked about the Trump tariffs forcing up prices for America's consumers, Powell agreed that Fed officials are hearing from businesses about forthcoming higher costs.

"You don't see it yet," the chairman said, referring to the data the Fed studies.

But, Powell acknowledged, "the tariffs might provide a basis for companies to raise prices in a world where they've been very reluctant to and unable to raise prices."

At his own news conference Sept. 26 in New York, Trump rejected any notion that his tariffs posed an economic risk, echoing assertions by his administration that consumers would barely notice the new taxes on any products that they would purchase after any tariffs were put into place.

"It's had no impact ... on our economy," the president said after meetings with foreign leaders at the United Nations General Assembly.

Hackett, in a television interview Sept. 26, revealed the \$1 billion estimate that he said Trump's steel and aluminum tariffs are costing Ford.

He said the figure is a year-over-year increase from March through 2019.

Ford buys most of its metals

from American producers, which have raised prices this year as a result of the tariffs on foreign competitors, the company has said.

Other automakers that produce vehicles in the United States are experiencing the same price increases, said IHS Markit Senior Analyst Peter Nagle.

While they may be absorbing the increased costs at present, eventually they'll have to pass at least some of the costs on to customers, he said.

"They're maintaining pricing discipline now just because the consumer can't support those higher prices," Nagle said. But if the tariffs stay in place for the remainder of Trump's term, "obviously some of those costs would have to start being passed along to the consumer here."

Ford wouldn't comment specifically on price increases but said it will "continue to make the necessary decisions to remain competitive."

The Trump administration imposed a 25 percent tariff on imported steel and 10 percent tariff on aluminum from some countries, including China, back in March.

It added Canada, Mexico and the European Union in June.

The administration justified the tariffs by calling foreign steel and aluminum a threat to U.S. national security.

Ahead of the tariffs, United States metals producers raised prices as companies tried to buy before the tariffs went into effect, Nagle said.

He said steel prices are up 25 percent since the tariffs began, and he expects that to rise to near 30 percent next year.

Automakers would either raise sticker prices or cut discounts on new cars, trucks and SUVs, Nagle said.

The administration also is studying 25 percent tariffs on imported vehicles, also based on national security concerns.

Those tariffs would raise prices, slow automotive sales and could cut United States economic growth in half by 2020, Nagle said.

Other countries also are likely to retaliate on imports from the United States.

"You can't have a trade war without automotive," Nagle said.



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Cadillac Brand is Returning Home to Detroit

DETROIT (AP) – General Motors is moving its Cadillac brand headquarters from New York back to Michigan, four years after heading to the big city to become more cosmopolitan.

The move to the Detroit suburb of Warren, across the street from GM's giant technical center, will take place in April.

The company said Sept. 26 that the brand's workers need to be closer to engineers and designers because Cadillac plans to launch a new vehicle every six months for the next three years.

Cadillac spokesman Donny Nordlicht provided the following statement to the media:

"Cadillac's move to Michigan will further support one of the most aggressive ongoing product expansions in the brand's history, with the introduction of a new vehicle every six months through 2020.

"The move will place the Cadillac brand team closer to those responsible for the new Cadillacs, including design, engineering, purchasing and manufacturing, ensuring full integration of Cadillac's global growth strategy. Cadillac will maintain a brand presence in New York City with the Cadillac House, an experiential brand center that serves as a public space for events, concerts and collaborative partnerships until longer-term brand plans are in place."

The move comes five months after GM ousted Cadillac brand chief Johan de Nysschen, who thought a New York headquarters would give the brand more sophistication when Cadillac moved to New York in 2014. Cadillac sales fell 8 percent last year but were up 5.4 percent dur-

ing the first half of 2018. GM replaced de Nysschen with Steve Carlisle, who ran GM's Canadian operations.

Spokesman Patrick Morrissey said GM learned a lot about the brand in New York, but circumstances changed since 2014 with Cadillac being part of GM's technology and electric vehicle push. About 70 percent of the workers in New York were recruited from the city, bringing GM new talent, Morrissey said.

All 110 workers at the headquarters in the Manhattan's So

Ho district will be offered jobs in Michigan.

De Nysschen was hired away from Nissan's Infiniti luxury brand with much promise and named president of Cadillac in August of 2014. A few months later, he moved the brand's headquarters to New York.

New York's economic development agency approved a \$1 million grant to Cadillac to help with the \$12.7 million renovation of the Manhattan headquarters.

Morrissey said GM did not draw down any of the incentive

funds, "but we are thankful and appreciative of the support we got from New York."

Jason Cornwall, spokesman for Empire State Development, New York state's main economic development office, said the state is disappointed in the move, but understands "this is a business decision being made by GM to co-locate the Cadillac headquarters with the rest of its corporate headquarters."

He confirmed that the state did not disperse any of the \$1 million performance grant to GM.

GM CEO Barra Honored by Yale Group

CONTINUED FROM PAGE 1

cut unprofitable businesses to invest in the firm's future. On the frontiers of autonomous driving, she has sparked profound strategic, technological, and cultural change."

Last year in October, she announced a "bold new vision" targeting zero accidents, zero emissions, and zero congestion, Sonnenfeld said. "With strong financial performance, it is no wonder that both *Fortune* and *Forbes* have ranked her at the top of the most influential women leaders in the world."

The Legend in Leadership Award was created 25 years ago to honor current and former CEOs who serve as living legends to inspire chief executives.

Past recipients include Brian Roberts, CEO of Comcast; Marillyn Hewson of Lockheed Martin; Ron Shaich of Panera; Zhang Ruimin of Haier Group, and Brian Moynihan of Bank of America, Sonnenfeld said.

ACM to Work on Autonomous Fleet Systems

The American Center for Mobility (ACM) has gathered a team of organizations representing defense, academia and the public sector to further research and test automated convoy platooning in a two-year study that will feature both military and commercial grade trucks.

The study aims to autonomously control an entire fleet of vehicles – throttle, brake and steering – while optimizing fuel efficiency and safety, said Center spokeswoman Tracey Shavers.

A study of this proposed scope has not been attempted before. If completed successfully, it will be the first of its kind in the nation.

Participating organizations have led multiple years of research, development, design, build, and test efforts in connected and autonomous vehicles (CAVs) and include: Auburn University (Auburn, Ala.), University of Michigan-Dearborn, Michigan Department of Transportation,

the U.S. Department of Energy's National Renewable Energy Laboratory (NREL) (Golden, Colo.) and the United States Army and Tank Automotive Research, Development and Engineering Center (TARDEC) (Warren).

"This is an unprecedented study with extensive implications as the project touches on many aspects of the CAV ecosystem," said Jeff Rupp, chief techni-

cal officer for ACM. "Automated truck platooning promises increased fuel efficiency, improved safety and greater throughput on America's roads.

"This project is an important step to commercializing and safely deploying the technology."

Experts predict it will take seven to 10 years for autonomously controlled trucks to be safely deployed, Shavers said.

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Oct. 2 Set Aside As 'Name Your Car Day'

National Name Your Car Day is celebrated every year on Oct. 2. This day gives Americans a chance to give thanks to their beloved mode of transportation and show some appreciation to what brings them home at the end of the day, said Bosch spokeswoman Kasey Chan.

Bosch Automotive Aftermarket has conducted a survey with Wakefield Research of 1,000 nationally representative U.S. car owners and lessees ages 18 and up and found that more than half of Americans have named their cars. From the top three names to preferences by each generation, Bosch discovers the main trends in naming a car.

The loyalty Americans have to their cars not only inspired National Name Your Car Day, but the data also found that people like to humanize their vehicles by adding a flair of personality to the name, Chan said. Some references include the names of loved ones, characters on the screen or in pop-culture, and classic icons. In fact, more than half of Americans (55 percent) have named their car – and they prefer “people” names.

In a world where people are named after foods and inanimate objects, the list of names for cars is just as vast, Chan said. Though it turns out, Americans don't venture too far down the alphabet when conjuring up a name for their cars and the top three names given to cars are Betsy, Betty and Bessie.

Women's names rule, regardless of whether it's men or women picking the name for their vehicle, Chan said. An overwhelming 73 percent of the human names given to cars are female.

Ford Celebrates Century of Rouge Production

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to the site's success wasn't something on paper.

“You, our employees, are the ingredient that make the Rouge so successful,” Hinrichs said. “Today, Ford employs more auto-workers than any other company in the United States. As to what comes next, it's even more innovation, including a new manufacturing center up the road in Redford. We have continued to invest to make this 20th century icon relevant in the 21st century to a new generation.”

Among the employees honored for making the Rouge a great place to work was Willie Fulton, Jr., who started working for Ford in 1953 and still comes to work today.

That makes him the most senior Ford employee in the company, Hinrichs said.

Bill Ford said the site was where the industrial revolution of the 20th century took root. He called the site a marvel of its age.

“What was dismissed as a rust belt relic has been reborn and has proven its critics wrong,” Ford said.

“Today, this is the ultimate ‘Made in America’ facility where the best workers in the world make the best trucks. That's why the 2020 Ford F-150 Hybrid will be built here. When it comes to building the best trucks in the world, we at Ford will never rest.”

Some facts about the facility:

- Ford's Rouge complex has survived world wars and recessions to produce millions of vehicles over the past century, as well as supplies for the military.

- After making more than 28 vehicle models, including the innovative aluminum-bodied F-150, the Rouge's Dearborn Truck Plan

will soon make electrified F-150 models.

- The Rouge helped build America's middle class with the \$5-a-day wage, provided jobs for disabled workers and profit sharing. Today, Ford and UAW are investing \$35 million to expand a nearby facility to further train its workforce; Ford has opened a new \$45 million Advanced Manufacturing Center to accelerate manufacturing innovation.

- The Rouge, said Hinrichs, sets a global standard for sustainable production, generating zero-waste-to-landfill; the plant's internal aluminum recycling system processes 12 million pounds monthly; and the Rouge features one of the world's largest living roofs, an on-site orchard, and 80,000 honeybees.

- Ford is launching a volunteer program with Friends of the



This 1932 Model B pickup was manufactured at the Rouge site.

Rouge, a local non-governmental organization that cleans up and preserves the Rouge River. Dearborn-area employee volunteers

will work with the group to clean up trash, clear vegetation and participate in hikes to learn more about the area's history.

Mercedes' Zetsche to Retire Next Year

FRANKFURT, Germany (AP) – Daimler CEO Dieter Zetsche, who unwound a troubled merger with Chrysler Corporation and led the German automaker to a string of record profits, will hand off next year to Ola Kallenius, a longtime insider who heads vehicle development for the Mercedes-Benz brand.

The Stuttgart-based company said Sept. 26 that the change will take place in May and that Zetsche, 65, would be nominated to become head of the board in 2021 after the term expires for the current chairman, Manfred Bischoff.

Zetsche's latest three-year contract was to end in December 2019 and Kallenius had figured prominently in speculation about who would succeed him.

Chairman Bischoff said that by

nominating Zetsche early for the top board of directors post, “we are ensuring continuity for the sustained success of Daimler AG.”

“In Ola Kallenius, we are appointing a recognized, internationally experienced and successful Daimler executive,” he said.

The 49-year-old Kallenius, who was born in Vastervik, Sweden, and still holds a Swedish passport, has headed group research and vehicle development for the key Mercedes-Benz luxury car division since the start of 2017. He worked as a manager in corporate controlling in Tuscaloosa, Ala., in the 1990s.

He is now slated to take over Zetsche's dual mandate as both head of the entire company and the Mercedes division. The com-

pany also makes trucks and buses and provides financial services.

Kallenius' job is to be filled by Markus Schaefer, head of production and supply chain executive at Mercedes.

Zetsche became CEO of what was then DaimlerChrysler AG in 2006. A smooth public speaker, he appeared for a time in U.S. television commercials as “Dr. Z,” ending his explanations of how German technology helped Chrysler brand vehicles with a cheery “auf wiedersehen.”

Asked what Zetsche would do after Kallenius takes over, a company spokesman said only that Zetsche remains under contract until the end of 2019. He is also slated to take over as board chairman of travel group TUI on Oct. 1.



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Mopar Dodge Challenger Racer Wins

Mopar Dodge Challenger Drag Pak driver Leah Pritchett continued to own the Factory Stock Showdown class, celebrating her second consecutive event win on Sept. 23, one day after becoming first in the class to run in the seven-second range during the AAA Insurance NHRA Midwest Nationals at Gateway MotorSports Park near St. Louis.

The Don Schumacher Racing (DSR) driver made history during Factory Stock Showdown qualifying on Sept. 22 at St. Louis, shrugging off a recent decision by the NHRA to effectively slap a 50-lb. weight handicap on all Mopar Dodge Challenger Drag Pak vehicles to post a 7.936-second elapsed time (ET) and become the first NHRA driver in the class to make a hit in the seven-second range.

Despite owning a new entry in the NHRA record books, Pritchett would wrap up qualifying No. 2 after her DSR teammate Mark Pawuk ran even lower with a 7.929 ET to earn the pole. It marked the third consecutive event at which the Mopar brand's modern-day package car, the supercharged, 354-cubic-inch HEMI-engine-powered Mopar Dodge Challenger Drag Pak, earned the top two spots on the qualifying charts.

Pritchett, winner and No. 1 qualifier at the most recent NHRA Factory Stock Showdown event at the NHRA U.S. Nationals earlier this month, kept the seven-second train rolling with a 7.948 pass at 172.70 mph to defeat fellow Mopar Dodge Drag Pak driver and former NHRA Pro Stock racer Allen Johnson in the opening round. She used an 8.031/172.12 to send home Pete Gasko Jr. in the quarterfinals and then knocked out Arthur Kohn in the semifinals with an 8.011/171.88 run.

In the final, Pritchett nudged up near the seven-second range in an easy defeat of Stephen Bell, who knocked out her teammate Pawuk in round two, unleashing her Kevin Helms-tuned Drag Pak with a blistering 8.001/172.36 to claim victory after Bell experienced problems early. The win was the fourth consecutive in Factory Stock Showdown by a Mopar Dodge Challenger Drag Pak driver, dating back to the NHRA Bristol event in June.

Rams Trucks Go to the Fair In Texas

FCA US rolled into the Texas Auto Show at the 2018 State Fair of Texas last week, beginning Sept. 28, with a variety of displays and interactive experiences featuring Chrysler, Dodge, FIAT, Jeep and Ram brand vehicles.

"The Texas Auto Show at the State Fair of Texas gives us a chance to demonstrate how our vehicles and brands uniquely answer the demands and preferences of Texans," Mike Dragojevic, director of the FCA US Southwest Business Center, said.

"Our displays offer several interactive experiences with our award-winning Chrysler, Jeep, Dodge, Ram and FIAT vehicles. We're proud to offer state fair attendees an exceptional product experience right here in the heart of Texas."

The Texas Auto Show has been part of the State Fair of Texas since 1913. Throughout its history, the Texas Auto Show has been a key attraction at the annual 24-day fair each fall in Dallas. Admission to the Texas Auto Show is included with every ticket to the fair. The expo runs Sept. 28 - Oct. 21.

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D8-13996

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J8-20568

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D7-71020

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J8-20635

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Lease for **\$139** (24 Mos. \$1995 due)

J8-20723

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Sale Price **\$26,738**

D7-50079

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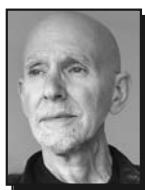
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Auto Subscription Service Wave of Future

CONTINUED FROM PAGE 1

Ford F-150. The app user goes to the dealership and picks up the vehicle.

For this service, a monthly fee is charged on the app user's credit card.

"This fee includes just about all of the driver's expenses," Locricchio said. "That includes insurance, roadside service and routine maintenance. The driver pays for his own gas."

"Mobiliti is a Michigan-based company, and we just signed a lease to relocate our offices from Rochester Hills to downtown Detroit."

Chance said that for his company to really work, the dealers that are part of his network have to enjoy profits as a result of their partnership.

"We feel that we have two customers," Chance said. "The driver and the dealers who provide the cars. But for this to really work, dealers have to see being part of a subscription service as a stand-alone profit center at their dealership, not some sort of lead generator. We are bullish on the future of subscription services."

LaFontaine said that Michigan is an unusual state because so many of the vehicles people drive here are leased. But that probably won't always be the case.

"Clearly, the business is changing," LaFontaine said. "We're at the stage where we are ready to go with subscription services, and we realize that you can't be half in. A lot of people know that subscription services exist, but they don't really know understand how the service works. We provide ease of use and white glove service to the consumer."

And it's not just app companies like Mobiliti that are setting

up subscription services, LaFontaine said. OEMs such as Volvo are working on a system, and Cadillac already has a subscription services in certain locations, including New York City.

"Subscription services are only good if people know about them and know how to use them," LaFontaine said. "And if we do our jobs right, they will help keep customers for dealers who use them."

George said that while the industry is changing, traditional car ownership will never go down to zero.

"Look, we haven't had a real change in the way people get cars since the advent of leasing," George said. "And that's been a while. This is something new. Studies have shown that about 25 percent of the public knows about subscription services and about 10 percent of the public has considered using them."

That means there's room for growth, but that traditional sales methods will still be around, George said.

Ramsey agreed and said that he knew of a recent survey that showed that only 30 percent of the public used any kind of mobility service within the previous year.

Ramsey asked how this can produce profits for dealers. Chance said that will all be based on depreciation costs. Vehicles that retain high retail values in the used car marketplace, such as the Jeep Wrangler and small SUVs, will be driving dealer profits.

"It's surprising to many, but what drives profits won't be sports cars like the Corvette," Chance said.

George said that what Cox has seen indicates that what drives subscribers to particular cars is less based on a specific make or model and year of vehicle and more on what features and amenities vehicles have.

"We've seen people flip or switch cars they're using because they want to go on vacation and need a big car," George said.

"My wife doesn't need a big car most of the year, but come the holiday season, when dealing with family and shopping, a bigger car helps."

But everyone involved in subscription services needs to collect more data on what people want and how they use such services, George said. The more data there, the better companies will be able to meet consumer needs.

It's not just dealers and con-

sumers who have to adjust to new realities, said LaFontaine. Automotive lenders who provide financing to dealerships also have to adapt to a changing marketplace.

"Lenders will have to do a lot of due diligence," LaFontaine said. "This is new for them, too. I know that they are interested in us and our business model. They see that change is coming, too."

Chance said that working with Ally Financial made it possible for Mobiliti to put its business plan together.

**"The businesses
that don't realize
that the world has
changed won't be
successful."**

**— Ryan LaFontaine,
LaFontaine
Automotive Group**

Chance agreed, saying that for many in the auto industry, it's financing that produces the most profits. And as new technologies such as autonomous vehicles become more prevalent, automotive finance will have to adapt.

And, as auto loans to the public go from 48 months to 72 months, more people will look for alternatives. The dealers and financial institutions that are prepared for these changes are the ones that will survive.

Ramsey asked the question of how the public is responding to subscription services.

He recently read an article where a Lincoln executive said that subscription services didn't generate much business for the brand.

"We're in the hype phase right now," George said. "What we believe is that dealers know their local communities better than anyone and that they will work with OEMs to provide a great product."

As people learn more about subscription services, people will see the market change, George said.

"We're in a perception business," LaFontaine said. "Right now, no one knows what to make of this. When the public reaches the point where they do, watch out."

The businesses that don't realize that the world has changed won't be successful."

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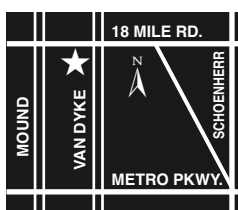
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BMW Predicts Lower Profits

FRANKFURT, Germany (AP) — German luxury automaker BMW said Sept. 25 that its profits and sales will fall short of its forecasts this year, saying that fear of international trade conflicts has weighed on pricing and citing the impact of new emissions tests on European markets.

The profit warning — the second from a major German automaker this year — underlines the difficulties facing the industry in maintaining its record of steadily growing sales and profits.

The Munich-based company said that sales revenue in its automotive division would fall slightly compared with last year's instead of increase, while earnings before tax would be moderately below last year's 10.66 billion euros (\$12.55 billion US) instead of roughly in line.

A key earnings metric — the operating profit margin — would fall short. BMW predicts a 7 percent profit margin, below its target range of 8-10 percent. The figure represents how much the company is making per vehicle, an area that has been a strong point

for makers of higher-priced cars.

"The continuing international trade conflicts are aggravating the market situation and feeding uncertainty," the company said in a statement.

"These circumstances are distorting demand more than anticipated and leading to pricing pressure in several automotive markets."

The company also said that new, tougher diesel emissions tests in Europe, called WLTP for Worldwide Harmonized Light Vehicle Test Procedure, have led to market and sales distortions, even though BMW has managed to implement the new standard ahead of time.

Auto registrations soared in Europe in August as companies unloaded noncompliant vehicles before the new standard came into force on Sept. 1 and made them unsellable, often in the form of fleet or rental sales.

The company also cited costs for warranty actions. In August, it announced a recall of 324,000 due to a defect that could cause vehicle fires.

*See dealer for details. All Rebates/Incentives have been deducted from sale price/payment and are subject to change by manufacturer without notice. GM Employee discount required on all leases. All the leases assume that you qualify for GM Lease Loyalty. To qualify for GM Lease Loyalty you must have a GM Lease in the household. All lease payments are based on 10,000 miles per year. 1st payment, tax, title and plate fee due at signing on all leases unless otherwise noted. All deals expire 9/30/2018.

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