

## Last Cruze Leaves Lordstown Site

LORDSTOWN, Ohio (AP) – A sprawling General Motors' assembly plant near Youngstown was idled on March 6 after more than 50 years producing cars and other vehicles, a move that will eliminate nearly 1,700 hourly positions by months' end.

GM announced in December that Lordstown along with three plants in the U.S. and one in Canada would close at some point this year.

The Cruze, once a popular and well-reviewed compact car made in Lordstown since 2011, has become the victim of consumer tastes as car buyers in an era of inexpensive gasoline have shown strong preferences for trucks, SUVs and crossover-type vehicles, all of which produce far bigger profits than sedans for GM.

While March 6 could be the last day for the Cruze, GM spokesman Dan Flores said the plant's parts-stamping operation will continue producing fenders and other replacement parts through most of March.

The 6.2 million square foot plant (nearly 600,000 square meters) will be placed in a "state of readiness," Flores said, meaning it will be heated and fully maintained to allow for a resumption of operations. A final decision on

the plant's future is expected to be made during upcoming contract talks with the United Auto Workers that begin this summer. The UAW's national contract with GM expires in mid-September.

The union claimed in a recent federal lawsuit that its existing contract prohibits GM from idling plants. UAW 1112 President Dave Green has urged workers to remain hopeful, saying their fate will ultimately be decided at the bargaining table.

Meanwhile, production of the Cruze sedan and hatchback will continue in Mexico, where the

car is made for markets outside the U.S.

Recently promoted company President Mark Reuss said in January that GM is "looking at a lot of different options for the plant," without providing specifics. When asked if that means Lordstown could get a new vehicle, he said that hasn't been decided.

"We've just got to keep an open mind here, and we are," he said.

Reuss also said GM can't keep operating a plant with a slow-selling vehicle like the Cruze, and

CONTINUED ON PAGE 3



This is the last Cruze that was assembled at GM's Lordstown plant.

## Johnson Takes Over GM Global Manufacturing

Gerald Johnson will become executive vice president, Global Manufacturing for General Motors.

He succeeds Alicia Boler Davis, who is leaving the company to pursue other opportunities, said GM spokeswoman Kim Carpenter. The move is effective April 1.

Johnson is currently vice president, North American Manufacturing and Labor Relations.

In his new role, Johnson will lead GM's global manufacturing operations, manufacturing engineering and labor relations organizations, said Carpenter.

Johnson will be a member of the GM Senior Leadership Team and will report to General Motors Chairman and CEO Mary Barra.

"Gerald's passion for the business, strong leadership skills and extensive manufacturing and labor experience will help in our efforts to continue to transform the company, supporting both the core business and future of mobility," said Barra.

Prior to his position leading General Motor's North American Manufacturing, Johnson served as vice president of Operational Excellence, where he worked to develop and execute an enter-



Gerald Johnson

prise-wide cultural transformation in the company with a focus on process discipline, continuous improvement and waste elimination.

Under his leadership, a team of Lean Six Sigma experts developed a training initiative and coached employees in projects that improved the company's operations efficiency.

Johnson and Boler Davis will begin the transition immediately.

"I'd like to thank Alicia for her 25 years of dedicated service to GM and for her leadership in driving both business results and culture change," said Barra.



The last Taurus has rolled off the line in Ford's Chicago assembly site.

## ZF Expands to Meet Changing Auto Demands

by Jim Stickford

GM CEO Mary Barra said last November when talking about GM's restructuring plants that automakers have to cope with greater change in the auto industry than ever.

And what's true for the OEMs is equally true for the suppliers said Aaron Jefferson, vice president of Business Development for Electronics and Advanced Driver Assist Systems at ZF.

He said the company has to change to stay relevant in the auto industry.

ZF had been known as TRW. In

2015, TRW of Farmington Hills was acquired by ZF Friedrichshafen AG.

"ZF did a study a few years ago about the future of the auto industry," said ZF spokesman John Wilkerson. "So when ZF bought TRW, they worked to transform the company from being generally known as a transmission parts supplier to a major autonomous vehicle technology supplier."

Jefferson said that meant ZF creating its own mobility space within the industry. And part of creating that space has been

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Aaron Jefferson

## End of an Era as the Taurus Leaves Ford's Portfolio

by Jim Stickford

One could call it a sign of the times or even the end of an era, but the last Ford Taurus has rolled off the assembly line.

"The Ford Taurus was a very important vehicle for Ford," said IHS Markit principal analyst Stephanie Brinley. "It did what the Explorer does today for Ford – generate a lot of sales. Ford sold more than 300,000 Taurus sedans a year multiple years in a row. In 2018, they sold 27,726. It just shows that people really don't want large sedans anymore."

The last Ford Taurus sedan rolled off the line at Chicago Assembly Plant March 1, marking the end of U.S. production of the nameplate. More than 8 million Taurus passenger cars were built at Ford's Chicago Assembly Plant over 34 years of near continuous production.

"Taurus broke new ground at its start and we're thankful for its role in our portfolio," said Mark LaNeve, Ford vice president, U.S. Marketing, Sales and Service. "Those same kinds of innovations will continue for today's customers with Ford Explorer and the rest of our lineup."

When introduced at the 1985 Los Angeles Auto Show, Taurus represented the latest in Ford engineering and design, developed to meet shifting consumer needs. Its sleek looks were a departure from the boxy sedan shapes of the time, setting a new bar in passenger cars. Its 140-horsepower, 3.0-liter V6 engine featured multi-port fuel injection.

Taurus continued to evolve with the addition of the SHO model in 1989, which came equipped with a 220-horsepower, high-performance V6. By 1992,

CONTINUED ON PAGE 2

## Fortune Favors Lear as 'Admired' Company

Lear Corporation of Southfield, a global automotive technology provider, was recently named as an "admired" company by making *FORTUNE Magazine's* World's Most Admired Companies list.

The magazine's list of the World's Most Admired Companies is based on a survey of corporate reputations conducted in collaboration with global management consulting firm Korn Ferry, said Lear spokeswoman Katya Pruett.

The survey was distributed to 3,750 executives, directors, and securities analysts from 680 global companies in 52 industries who were asked about the companies they admired most inside and outside their own fields of work.

The results were based on nine factors ranging from investment value to quality of management and products to social responsibility and ability to attract talent.

Among motor vehicle parts companies, Lear was ranked

third overall and third in the "People Management" and "Long-Term Investment Value" categories.

"We're proud to be named one of *FORTUNE Magazine's* World's Most Admired Companies," said Ray Scott, Lear president and

CEO. "Being named to this prestigious list is a testament to our focus on people, innovation, and quality and the hard work and dedication the Lear team demonstrates each and every day."

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Lear showed off its latest seating technology at the Geneva auto show.

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Macomb County  
Web Site Pushes  
Physical Fitness

According to the latest County Health Rankings, 94 percent of Macomb County residents have access to physical activity opportunities.

While Macomb County is home to the Macomb Orchard Trail, three Metroparks, one state park and dozens of municipal parks and recreation centers, more than 25 percent of residents reported no leisure-time physical activity in the past year.

In addition, more than 50 percent of deaths in Macomb County are related to four chronic conditions that are caused by preventable health behaviors, including lack of physical activity, said Macomb County spokeswoman Whitney Litzner.

This has inspired the Department to launch the Move More Macomb campaign and Web site, Litzner said. The Move More Macomb campaign is focused on increasing physical activity in residents. Regular physical activity can improve health and reduce the risk of developing a chronic disease. Move More Macomb was created to help community members find physical activity opportunities for all fitness levels, ages and costs. To learn more, go to the Web site cha.macombgov.org.

Taurus a Victim of Changing Preferences for More SUVs

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Taurus had become America's best-selling car.

Taurus went on to become a staple in American stock car racing when it entered NASCAR in 1998. The Taurus NASCAR was the vehicle of choice for numerous race teams and it delivered many championships for them and for Ford Motor Company.

The nameplate briefly ended in 2006 before it was revived as a new car in 2008.

Brinley said that the Taurus was replaced with the Ford 500.

"Ford never stopped making the sedan the size of the Taurus," Brinley said. "So the company's portfolio always had a vehicle in that size range. But changing the

name of the 500 back to the Taurus demonstrated just how important the name Taurus was to Ford."

When the vehicle was first launched in the mid-1980s, it was a true mid-size car, Brinley said. But there is a phenomenon where smaller cars, over time, get bigger as they are re-designed.

"This is actually quite common," Brinley said. "When auto companies talk with focus groups and customers, they ask what can we do to make this model better? People will say 'I could use a little more leg room,' or 'could you make the trunk just a little bit bigger' and the result is smaller cars grow bigger as they grow older."

But time caught up with the Taurus, Brinley said. Consumer tastes changed. People who purchased bigger sedans in the old days still like bigger vehicles now, but they have switched over to buy SUVs. A sedan that sold 300,000 in the past couldn't even break 30,000 in 2018.

"Ford is just going where consumer tastes are," Brinley said. "And given the sales numbers, that makes sense."

Although Taurus production is ending in Chicago, Ford is investing \$1 billion into its Chicago Assembly Plant and Chicago Stamping Plant, and adding 500 jobs to expand capacity to build the new 2020 Ford Explorer and Ford Police Interceptor Utility, which will continue the Taurus legacy of in-

novation, along with the new Lincoln Aviator mid-size SUV, said Ford spokesman Jiyan Cadiz.

Ford aims to replace 75 percent of its U.S. lineup, including Escape, Explorer and F-150, by the end of 2020, building on its strengths in trucks, utilities, commercial and performance vehicles and investing in new propulsion and technology, Cadiz said.

Just as the original Taurus met changing consumer preferences, Ford is also expanding its lineup, said Cadiz, with new and returning nameplates tailored to today's consumers, including the new Ranger, the new Bronco, a yet-to-be-named rugged off-road small utility, a Mustang-inspired fully-electric performance utility and more still to come.

Lawrence Tech Student Shows Invention on 'Shark Tank'

A Lawrence Technical University (LTU) student brewed up an idea so good that it was recently presented on the ABC television show, "Shark Tank."

Budding entrepreneur Max Feber has fulfilled a dream of being featured on ABC's entrepreneurial pitch show – and during the appearance, Feber even scored a deal with billionaire Mark Cuban.

Feber, 19, honed his startup skills three years ago in an entrepreneurship class, offered as a dual-enrollment course by Lawrence Technological University and Frankel Jewish Academy in West Bloomfield Township. The course was taught by LTU college professor Donald Reimer.

Feber and his pitch for the Bruw cold-brewed coffee system were featured on the Jan. 6 edition of the show, and Feber accepted \$50,000 from Cuban for a 30 percent stake in the company, Roush said.

"It was unbelievable," Feber said of his experience on the show, which was taped over the summer. "I was stepping into a TV show that I'd been watching for 10 years. I had these memories from when I was a little kid of

sitting on the couch watching 'Shark Tank,' and I imagined myself being there, and it wound up actually happening. It felt like I walked right into the TV screen."

Feber said he has always been a coffee lover and eventually discovered cold brew coffee – a coffee brewed with cold water that produces a smoother, less bitter drink.

But it can also be a mess to make, Feber said. After watching YouTube videos on cold brew techniques and making many prototypes, he said he came up with his design, and launched Bruw as a 15-year-old. With the support of his family and friends, Feber launched a Kickstarter campaign in December 2015, raising more than \$10,000 from 180 backers to begin production – when he was a junior in high school.

Bruw is essentially a double-sided mason jar with a filter in the center.

Using the system, the coffee must brew in cold water for 12-24 hours before being filtered from one jar to the other.

Feber graduated from Frankel

Jewish Academy in 2017, and now attends Babson College in Boston, where he is studying business and entrepreneurship.

Feber said he's using Cuban's investment to increase Bruw's marketing budget. "We're trying to make it a household name," Feber said.

His appearance on the show has already boosted the product's profile – he said he's now

being recognized in public by people who watched the show, and on a recent trip, an airline passenger seated next to him said he received a Bruw as a Christmas gift.

To buy a Bruw, visit <https://www.bruw.net/>.

They're also available at Amazon, the Grommet, Wayfair, as well as at retailer Bed, Bath, and Beyond.



Feber presents his cold-brewed coffee idea on ABC's "Shark Tank" show.

Aptiv Named as a 'Most Ethical Company'

Aptiv PLC, for the seventh year in a row, has been recognized by the Ethisphere Institute, a global leader in defining and advancing the standards of ethical business practices, as one of the 2019 World's Most Ethical Companies.

Aptiv recently split off from Delphi Automotive and has offices in Auburn Hills and Troy.

It's Web site states that "we believe that the power of new mobility – moving safer, greener and more connected – can change the world. And we know how to get it done."

According to the Ethisphere Web site, the organization's "mission is to define and advance the standards of ethical business practices that fuel corporate character, marketplace trust, and business success. We have a deep expertise in measuring and defining core ethics standards using data-driven insights that help companies enhance corporate character.

"We believe that this recognition program is important because corporate ethical standards must be set and measured and that those who excel should be honored."

"This award further validates Aptiv's mission of enabling the future of mobility through our unique portfolio of safer, greener, more connected solutions, and highlights how our business success is linked to improving the sustainability of our planet and the lives of its citizens," said Kevin Clark, Aptive president and chief executive officer. "We take pride in the positive impact our people and products make for our stakeholders every day, and in doing so, help make Aptiv a sustainable business."

Aptiv spokeswoman Rachelle Valdez said the company continues to address some of mobility's toughest challenges through its innovative technologies and

deep understanding of the automotive industry, including how the democratization of advanced safety solutions is helping to reduce vehicle-related injuries and fatalities globally, in addition to high-voltage electrification, vehicle light-weighting and electrical architecture optimization decreasing CO2 emissions and improving fuel economy.

"We remain committed to conceiving, developing and delivering our advanced solutions in a responsible and sustainable way," said David M. Sherbin, Aptiv senior vice president, general counsel, secretary and chief compliance officer.

"By doing so, we ensure the safety of our employees, assess and reduce the impact of our products and supply chain on the environment, and engage and improve our local communities."

Ethisphere's World's Most Ethical Companies are selected using scores from five key categories: ethics and compliance program, corporate citizenship and responsibility, culture of ethics, governance, and leadership, innovation and reputation, Valdez said.

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## General Motors Warns Against Drowsy Driving

For most states, daylight saving time began on March 10. Because many Americans feel like they've lost an hour of sleep during the time change, Chevrolet is helping bring awareness to the dangerous effects of being tired while driving.

Maureen Short, Chevy Safety engineer and drowsy driving expert, has provided some helpful do's and don'ts along with signs that you could be driving drowsy.

### **Chevy's Drowsy Driving Do's and Don'ts:**

- Do phone a friend – If you get drowsy driving home from work or on a long journey, ask a passenger to help you stay awake, phone a friend with hands-free calling or push your Chevy On-Star button and talk live with an advisor.
- Do use your tech – Engage all available active safety features before you start any journey. Today's safety features such as Chevy's lane-keep assist can help alert drivers when they are drifting. Keeping active safety features enabled helps you stay extra aware of your surroundings.
- Do get in the game – If you start to feel your mind wander, go old-school and play "I Spy" or the billboard alphabet game. Engaging your mind can often help you stay alert so you can

keep your focus on the road ahead.

- Don't rely on that energy drink – There is no better way to tackle tiredness than getting the recommended amount of sleep. If you're too tired to focus, consider pulling over in a safe place for a nap or find the nearest hotel to get a good night's rest.
- Don't push it – We've all tried to get that last 30 minutes of a long journey in or had too early of a start in the morning. Just remember how important it is to stay alert on the road, because the consequences of drowsy driving can be devastating.

### **Signs you are driving drowsy:**

- Continually yawning or the inability to keep your eyes open.
- You can't recall the last few miles traveled or are missing exits.



*This geat used by a GM engineer recreates the effects of drowsy driving.*

- Drifting from lane and/or engaging the rumble strips located on the side of the road.
- Active safety features (like lane keep assist, lane departure warning and others) have been engaged more than average.
- Frequent tailgating, braking or other common dangerous driving maneuvers.

## Lordstown Sees Last Cruze Leave Line

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still have enough money to invest in the future. It also doesn't want to get caught like it did in 2008 with too many factories and workers, a problem that helped to push the company into bankruptcy protection.

"We've got some history of that, to be honest," Reuss said. "We don't want that history to repeat."

Lordstown's history dates back to 1966. More than 16 million vehicles have rolled off its assembly line since then, including nearly 1.9 million Cruzes since the car went into production in 2011.

The automaker has said most of its blue-collar workers whose jobs are eliminated in the U.S. will be able to transfer to plants in the Midwest and South.

## U.S. Mileage Levels See Slight Improvement Under Trump

DETROIT (AP) – New vehicles in the U.S. from the 2017 model year averaged slightly better gas mileage than the previous year, rising to a record 24.9 mpg, according to an annual report from the EPA.

But the mileage rose only 0.2 mpg, and environmental groups say it fell short of a 1 mpg increase required under standards enacted during the Obama ad-

ministration. To make up the difference, automakers used credits for zero emissions vehicles and other fuel-saving measures that aren't included in EPA test cycles. The agency and the Department of Transportation say that's evidence the industry will have trouble meeting standards as they rise through 2025.

The Trump administration has proposed freezing the standards

at 2021 levels. Environmental groups and the state of California say the standards should remain in place and that automakers have the technology to meet them.

The administration's move to freeze them, while not finalized, already has brought a court challenge from California and other states that follow its standards.

EPA Administrator Andrew

Wheeler said in a statement that the agency's proposed changes "will allow the industry to meet aggressive yet attainable standards, reduce the price of new vehicles and help more Americans purchase cleaner, safer and more efficient vehicles."

But environment groups said that even with use of the credits, the industry is meeting the standards and can continue to do so.



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# FCA Shows Off Jeep EV Technology at Geneva Auto Show

- Before 1940, the term, "jeep," was used by U.S. soldiers as slang for new recruits or vehicles. But, in 1941, the World War II jeep was a light military 4x4 that some called "the four-wheeled personification of Yankee ingenuity and cocky, can-do determination."

The Jeep, first introduced to Europe in the 1940s, is still working to win the hearts and minds of Europeans at this year's Geneva International Motor Show.

After setting a new global sales record in 2018, the Jeep brand welcomes 2019 as the year of an evolution that remains true to those core values that have been at the heart of the brand for almost 80 years, said Jeep spokesman Ariel Gavilan.

The Jeep brand has always pioneered new segments and new technologies, said Gavilan, its legend starting in 1941 with the Willys-Overland, the first 4x4 vehicle, followed in 1946 by the Willys Wagon, which first introduced the concept of the Sport Utility Vehicle.

Its reputation for off-road capability has lasted ever since, he said, while comfort, handling and connectivity have been increased over time, in parallel with the all-terrain performance of Jeep SUVs.

Today, the Jeep brand is making another major evolutionary step toward respecting the environment and reducing the total cost of ownership by presenting its new plug-in hybrid electric ve-

hicle (PHEV) models, Gavilan said.

Jeep is developing a no-compromise hybrid solution – which integrates the unmatched technical layout of each Jeep SUV – that will power both the Jeep Renegade and Jeep Compass and will turn them into vehicles that provide absolute freedom while taking their capability to the next level through some of the most advanced eco-friendly technology, said Gavilan.

In the spotlight at the Jeep stand in Geneva, these new plug-in hybrid models are equipped with batteries that are rechargeable from an external power outlet and, as a consequence, can store more electric energy. This choice allows for the use of more powerful electric motors, said Gavilan, which translate into a pure electric range of approximately 50 kilometers and about 130 km/h full electric top speed for both Renegade and Compass.

The electric units work in synergy with the new 1.3-litre turbo petrol engine to increase efficiency and power overall, he said. For the Renegade, the power sits in the 190 and 240 hp range results in outstanding on-road performance, said Gavilan. 0-100 km/h is reached in approximately 7 seconds. The same figures – although still pending homologation – are achieved by the first plug-in hybrid Compass. Also, on the Compass, the simultaneous action of the internal combustion



This Compass comes with plug-in hybrid technology, a first for Jeep.

engine (ICE) and the electric motor delivers up to 240 hp of maximum power.

In addition, the new Jeep SUVs with plug-in hybrid technology are more fun to drive courtesy of improved acceleration and fast engine response, Gavilan said. They are also extremely quiet and respectful of the environment with CO2 emissions lower than 50 g/km.

Thanks to electrification, the Jeep range further improves its off-road capability, Gavilan said, courtesy of the greater torque offered by the electric motor and the ability to adjust it with extreme precision during take-off and while driving on the most challenging terrain, where a very low transmission ratio is needed.

# FORTUNE Favors Lear Automotive This Year

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In addition to receiving the *FORTUNE Magazine* honor, Lear also showed off just what the company has been up to at the recent Geneva International Motor Show, Pruett said.

The technologies include Lear's Intu Intelligent Seating, which will be featured in Rinspeed AG's MicroSNAP autonomous concept vehicle, as well as innovations in electrification, connectivity and shared mobility, Pruett said.

At the Geneva Motor Show and Car Design Night, Lear displays included the Intu seating system, jointly developed by Seating and E-Systems engineers, which is composed of a full suite of intelligent technologies that provide enhanced passenger comfort, wellness, entertainment and safety.

Also shown was the ConnexUs technology, which provides advanced connectivity among vehicles, infrastructure and pedestrians to help make cities smarter and car rides safer, as well as Lear's electrification capabilities that pave the path for cleaner and more efficient mobility using the company's deep knowledge in high power electronics and electrical distribution systems, said Pruett.

The public also had the chance to see Lear's ConfiguE+, the first adaptable long-rail seating system with power that provides different options.

# BorgWarner Gets Honors

BorgWarner has been named one of *Barron's* 100 Most Sustainable U.S. Companies.

Companies are selected for the list after a research team conducted a thorough review and ranked large, publicly held companies based on 200 key indicators and nearly 30 issues related to environmental, social and corporate governance, said BorgWarner spokeswoman Kathy Graham.

Companies on the list serve a variety of industries, including retail, finance, food and beverage, and more; BorgWarner is one of just a few automotive companies to receive this honor, Graham said.

"Sustainability truly is at the core of our work every day," said Frederic Lissalde, president and CEO, BorgWarner Inc. "At BorgWarner, our vision is to achieve a clean, energy-efficient world, and this recognition from *Barron's* validates we're taking the right steps in our pursuit of making our vision a reality."

To ensure BorgWarner's sustainability efforts are consistent, the Corporate Governance Committee of the Board of Directors periodically reviews the company's sustainability activities and provides recommendations to further enhance the company's sustainability strategy, policies

and recycling procedures, Graham said.

Additionally, to meet its environmental objectives across the supply chain, BorgWarner engages its suppliers in using green materials and processes, Graham said.

The company also provides its suppliers with avenues for free training to ensure expectations and sustainable principles are being met.

"Decades ago BorgWarner made the commitment to do our part in preserving our natural resources, and today we continue to make great strides in creating and maintaining safe, clean environments for our employees, customers and stakeholders," Lissalde said.

While manufacturing its industry leading propulsion systems, the company continuously strives to find ways to reduce emissions, conserve water and energy, and increase efficiency, Graham said.

Another key sustainability practice at BorgWarner is mandating a comprehensive recycling program that has been put into operation at its facilities worldwide.

The company has established active recycling programs at 100 percent of its facilities around the world, Lissalde said.

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# ZF Expands Farmington Hills Site to Prepare for Future

CONTINUED FROM PAGE 1

creating that space has been developing central computing technology, basically a central computing unit that can be installed in vehicles and handle multiple computing jobs that handle a variety of different functions within today's modern, computerized automobiles.

The advantage of such a system means that OEMs can update the software in cars much the same way software in smartphones is updated.

Covering the spectrum of vehicle mobility is a unique trait of ZF and it is making its hardware products smarter and more reliable by connecting them to the cloud and applying artificial intelligence and other analytic approaches, said Wilkerson.

One example is Off-Highway Data Analytics. Construction vehicle transmissions can be monitored via the cloud during their complete product life cycle.

This helps to reduce downtime because potential problems can be identified and rectified early on. A similar approach is used for TraXon Predictive Maintenance. With this new function, ZF is preparing its successful modular transmission TraXon for the digital future in the commercial vehicle industry.

Starting in 2019, vehicle manufacturers and fleet operators can use ZF's IoT platform to proactively plan vehicle maintenance.

With its Openmatics system, ZF has long-standing expertise as a telematics provider, said Wilkerson. In addition to conventional fleet management, the connectivity platform offers an extensive set of functions for owners of electric vehicles.

Openmatics now also extends its portfolio to car fleet owners. Based on the ZF IoT platform, ZF Car Connect includes a mobile app for drivers with a driver assistance system and a Digital Logbook function, along with the web-based portal for the fleet manager.

With the increasing use of automated driving functions, ZF's IoT platform will also be a crucial hub for over-the-air (OTA) updates, which allow for the latest software version to be sent directly from the cloud to the car via data transfer to help ensure that programs are up to date in terms of efficiency, road safety and cybersecurity.

To further advance this technology, ZF has joined the eSync Alliance which is working on the rollout of a uniform, manufacturer-independent standard for OTA updates. The eSync system ensures secure data exchange between the cloud and electronic terminal unit, while protecting against hacker attacks.

Achieving this kind of technological change within ZF hasn't been easy, Jefferson said.

"We've had to work hard to manage this change – developing new technology for the future,

while still manufacturing parts for today's market," Jefferson said. "Right now, we're in the middle of learning just how much computing power to put into our systems and still be safe."

One thing that differentiates Detroit from Silicon Valley is that vehicles have a very strict level of safety that must be built into them, Jefferson said. That makes developing software difficult. When someone discovers a bug in their phone software, the easiest solution just might be to get a more modern phone because newer versions come out every six months.

But it's different for a car. A computer bug might be a matter of life and death, and people tend not to upgrade their cars as often as they do their phones.

"We call this an eco-system of partners"

—Aaron Jefferson, V.P ZF

"People are extremely surprised that the company now is developing this technology," Jefferson said. "When I joined the company a couple of years ago, TRW had just been acquired by ZF. I came from Delphi and ZF was known for its high-gear ratio transmissions, so we've had to work to get our message out."

Jefferson said that part of the company's message is the value of Autonomous Vehicle (AV) technology.

"We have pockets of evidence that people want this tech," he said. "It seems that cutting-edge technology almost has a mind of its own. By that I mean as the tech develops and people see what it can do, it develops a momentum of its own. As Henry Ford said, if he asked people what they wanted when he first built cars, they would have said faster horses."

As people see that AV tech can help with things like driver fatigue and connected tech that can warn them of traffic problems in real time, the demand for that tech will grow.

And developing the tech is a massive job, Jefferson said. Right now the Farmington Hills headquarters has openings for 150 new engineers and ZF is working with other companies who specialize in things like Li-Dar tech.

"We call this an eco-system of partners," Jefferson said. "No one company in this tech space can do it all. The investment profile – money and resources – is huge."

Fortunately, finding talent is becoming easier because universities have also realized the importance of things like AV tech, Jefferson said.

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# Detroit Innovation Center Getting Contract

Lightweight Innovations For Tomorrow (LIFT), a Detroit-based national manufacturing innovation institute, celebrating the 5th anniversary of its founding, has extended its cooperative agreement with the Department of Defense for another year while negotiations are underway for a new long-term partnership.

The American Lightweight Materials Manufacturing Innovation Institute (ALMMII), which operates LIFT, signed the original cooperative agreement with the Department of Defense, through the Office of Naval Research, in February 2014, as one of the founding members of the Manufacturing USA network, said LIFT spokesman Tom Wegehaupt.

LIFT is a public-private partnership committed to the development and deployment of advanced lightweight material manufacturing technologies and implementing education and training initiatives to better prepare the workforce today and in the future.

“The first five years of our institute have been a tremendous success, moving from an idea on paper to creating a world-class facility in Detroit and building an ecosystem of experts across the country,” said Nigel Francis, LIFT CEO and executive director. “The value we have shown the Department of Defense, together with our industry and academic partners, enabled this extension and we are now working towards a new long-term agreement to be in place in the near future.”

During its initial five years, LIFT and its national network of partners have, among a wide array of other successes:

- Developed methods of reducing the weight of cast iron automotive parts by 50 percent;
- Streamlined the shipbuilding

- process by reducing distortion caused by welding and enabling the use of lightweight materials;
- Optimized the design of anti-lock brakes and electronic stability control system kits for military Humvees, which can reduce the number of fatal rollovers by 74 percent;
- Piloted “Operation Next” to support separating military men and women by providing educational opportunities and employment in some of the most in-demand advanced manufacturing jobs;
- Launched the “MakerMind ed” online STEM activity and competition platform for middle and high-school students in eight states;
- Developed the IGNITE: Mastering Manufacturing foundational curriculum, piloted

at schools in three states, to better prepare high school students for the 21st Century design and production environment.

- Designed and implemented 40 education and workforce development partnerships in Michigan, Ohio, Indiana, Kentucky and Tennessee, to address the manufacturing skills gap and align technology and talent development in advanced manufacturing.

Francis said that this year is an exciting one for the institute as it plans an expanded technology scope to provide more services to small and medium-sized manufacturers. LIFT will also open the “LIFT Learning Lab” – an immersive lab focused on building the pipeline the the training of advanced manufacturing technicians – in its Detroit facility later this spring.

# Ghosn Gets Bail in Japan

TOKYO (AP) – A Tokyo court approved the release of former Nissan Chairman Carlos Ghosn on 1 billion yen (\$8.9 million) bail on March 5, rejecting an appeal by prosecutors to keep him jailed, a lawyer for the auto executive said.

Jean-Yves Le Borgne, Ghosn’s French lawyer, said a court issued a late-night ruling rejecting prosecutors’ appeal of the initial ruling. Le Borgne cautioned that prosecutors still had leeway to file new charges as they had done once before.

Ghosn said in a written statement that he is grateful for his family, friends and human rights activists from around the world who have helped him.

“I am innocent and totally committed to vigorously defending myself in a fair trial against these meritless and unsubstantiated accusations,” he said in the statement issued March 5.

The former head of the Renault-Nissan-Mitsubishi Motors alliance has been detained since he was arrested on Nov. 19. He says he is innocent of charges of falsifying financial information and of breach of trust.

His Japanese lawyer, Junichiro Hironaka, is famous for winning acquittals in Japan, a nation where the conviction rate is 99 percent.

Among the conditions for Ghosn’s release were restrictions on where he can live, his mobile phone use, as well as a ban on foreign travel and contact with Nissan executives, according to *Kyodo News*.

Prosecutors say suspects may tamper with evidence and shouldn’t be released. Two previous requests submitted by his legal team were denied.

Hironaka is among many critics of the Japanese justice system who say such lengthy detentions of suspects are unfair. He referred to the situation as “hostage justice.”

Ghosn is charged with falsifying financial reports by under-reporting compensation that he contends was never paid or decided upon. The breach of trust allegations center on a temporary transfer of Ghosn’s investment losses to Nissan’s books that he says caused no losses to the automaker. They also name payments to a Saudi businessman that he says were for legitimate services.

“Nissan’s internal investigation has uncovered substantial evidence of blatantly unethical conduct,” company spokesman Nick Maxfield said.

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