

## GM, UAW Remain Far Apart on Numerous Issues

*Editor's note – the GM-UAW negotiations are an ongoing process. This is the latest information available at press time.*

DETROIT (AP) – A General Motors offer to invest \$7 billion in U.S. facilities includes \$2 billion from joint ventures and suppliers for new plants that would pay workers less than the top union wage, a person briefed on the matter said.

The offer is a major issue that could get in the way of a deal between the United Auto Workers and the company to end a nationwide strike, that began on Sept. 16.

About 49,000 UAW workers have been on picket lines since the strike began in a contract dispute about wages, health care costs, profit sharing, job security and other issues.

The \$2 billion investment from entities other than GM is important because those factories would not be run as typical GM plants. Although workers at those facilities would be represented by the UAW, they would be paid far less than the full UAW wage of about \$30 per hour, said the person, who requested anonymity because details of contract talks are confidential. The union wants to add jobs that pay the top UAW wage.

On Sept. 15, GM made part of

the offer public, saying that its investment included 5,400 jobs, the majority of them new hires.

But the person briefed on the talks said only about 2,700 new jobs will be added. The rest are jobs that would be retained because of the investments.

The person said union negotiators were disappointed after the company briefed them on details Sept. 18. GM spokesman Dan Flores wouldn't comment on the offer. GM said on Sept. 15 that it would invest in eight facilities in four states, introduce new electric trucks, make wage or lump sum payment increases and give each worker an \$8,000 bonus once the deal is ratified.

Releasing the offer just before the strike started at midnight Sept. 16 was designed to turn up the heat on union bargainers, who until then had said the company's response to union proposals had been slow.

UAW Vice President Terry Dittes, the top negotiator with GM, told the company that if the offer had been made earlier, the strike could have been averted.

The \$2 billion investment from joint ventures and suppliers also includes a proposal to create an electric vehicle battery assembly plant in Lordstown, Ohio, where the company is in the process of closing a small-car assembly

plant, the person said. In addition, GM will pay for an electric pickup truck that would go into the Detroit-Hamtramck plant, which the company also wants to close. The Lordstown facility would offer lower wages, the person said.

Just how much workers are paid at the Lordstown facility is an issue because electric vehicles are expected to supplant those powered by gasoline in the future. CEO Mary Barra has predicted an "all-electric future" for GM, meaning jobs making gas-powered cars might endangered.

On Sept. 19, Dittes reported many unresolved issues in the talks but said progress was being made. He made the comments in a letter to union members.



FCA employees show solidarity with union allies working for GM.

## Amazon Will Use 100,000 EVs for Delivery

September has been a busy month for Plymouth-based Rivian.

Amazon CEO Jeff Bezos unveiled what he calls Amazon's Climate Pledge on Sept. 19 in Washington D.C. He said that he would be putting 100 EV delivery vans made by Plymouth-based Rivian on the road by 2024.

In February, Amazon invested \$700 million in Rivian.

According to the official statement issued by Amazon to the

public, the "Climate Pledge, a commitment to meet the Paris Agreement 10 years early. Amazon is the first signatory of this pledge.

The Climate Pledge calls on signatories to be net zero carbon across their businesses by 2040 – a decade ahead of the Paris Agreement's goal of 2050.

Companies that sign The Climate Pledge agree to:

- Measure and report green

house gas emissions on a regular basis;

- Implement decarbonization strategies in line with the Paris Agreement through real business changes and innovations, including efficiency improvements, renewable energy, materials reductions, and other carbon emission elimination strategies;

CONTINUED ON PAGE 4

## Personalization Gear Added To Ford F-150 and Ranger

It's one thing to own a new Ford Ranger and Ford F-150. They're very popular trucks after all.

But now it's possible to make those trucks your very own, said Eric Cin, global director, Ford Vehicle Personalization and Accessories. For the first time ever, Ford Performance Parts is offering after-purchase leveling kits for Ford Ranger and Ford F-150 for even better off-road performance and greater vehicle customization.

"Ford Performance Parts developed these kits to make the off-road experience even better for our Ranger and F-150 customers," said Cin. "Truck customers are asking for options for increased capability and customization, and the new leveling

suspension kits for Ranger and F-150 deliver on that need."

The majority of Ranger and F-150 trucks are purchased with four-wheel drive, and for those who want to go further, the leveling kits will enable off-road explorers to venture into even more challenging terrain, Cin said. Beyond adding additional ground clearance, off-road performance is improved with Ford truck-optimized FOX shocks.

The dealer-installed off-road leveling kits for Ranger and F-150 include new aluminum FOX shock bodies are designed to provide ample cooling capacity over rough terrain as well as new front coilover springs deliver optimal spring rate.

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Students at Detroit Prep, on the east side of the city, unload donated school supplies delivered in FCA vans.

## FCA, Kristen Bell Donate to Detroit Prep

It seems like you can go home again.

Actress Kristen Bell and husband Dax Shepard, are both from the metro Detroit area and co-founded the consumer products brand Hello Bello. And they haven't forgotten where they came from.

Chrysler and the two Michigan natives who 'made it big' have teamed up to help 250 K-4 Detroit school kids get the school year off to a great start.

On Sept. 13, two Hello Bello-wrapped Chrysler Pacifica minivans rolled up to Detroit Prep, a free public charter school located on Detroit's east side.

The minivans were packed with personal items, including shampoo, conditioner, hand sanitizers and detergents for each of the students, said FCA spokes-

woman Alyse Tadajewski. In addition, the Tea clothing brand provided a selection of new shirts, pants and other clothing items for the students.

The company Hello Bello was created with the goal of providing families with better and cleaner solutions to tackle their everyday lives. It distributes its signature plant-based baby care products to various groups across the country.

In a video message played for the students, Bell said "when I heard about your incredible school and all the great students, I wanted to find a way to support you all. My company – Hello Bello – is proud to partner with Chrysler to give every student a few of our favorite products."

And the Chrysler brand did its part by donating enough lunch

boxes for every Detroit Prep student, along with much-needed school supplies, Tadajewski said.

A big surprise also happened for the school came when the Chrysler brand, Hello Bello and Walmart teamed up to presented the school with two separate checks totaling \$22,500 to turn their dream of a new playground into a reality, Tadajewski said.

Both Hello Bello and the Chrysler brand share the goal of helping all children achieve a quality education, whether public, private or charter school, Tadajewski said.

Detroit Prep impressed the teams with its entrepreneurial spirit and dedication to education, and its contribution to the City of Detroit's continued growth by moving into and restoring a 100-year-old building.



Ranger owners can now add specialized suspension to the truck.



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## Ford's Ranger, F-150 Get New Gear

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There are also vehicle-specific upper front mounts with polyurethane bushings work to help isolate noise and vibration and 2-inch front lift levels the truck from front to rear, said Ford spokeswoman Samantha Van Hoef.

Ford Performance engineers worked with FOX to develop unique internal valving for the shocks to deliver confident performance and predictable handling both off-road and on the pavement, Van Hoef said.

With kit installation, both Ranger and F-150 see improvements to front ground clearance, approach and breakover angles, based on internal Ford computer generated engineering simulations, Cin said.

Ranger sees an approximate 21 percent increase in approach angle and a 10 percent increase in breakover angle. F-150 with a 145-inch wheelbase sees an approximate 22 percent increase in approach angle and 7 percent increase in breakover angle.

Development and testing for the leveling kits included high-speed off-roading in Borrego, Calif., and low-speed rock-crawling in Arizona to optimize for a variety of off-road driving experiences, Cin said.

"The elevated off-road geometry, paired with Ford Performance tuning, makes this a really unique offering," said Cin. "The secret sauce to this kit is in the Ford Performance tuning. This suspension and its tuning are designed to improve off-road handling and responsiveness, specifically for Ranger and F-150."

These new offerings are available through Ford dealers for \$1,495 before installation. The kits are designed to be installed at the dealer on any four-wheel-drive 2019 Ranger or four-wheel-drive 2015-19 F-150. Kits come with a Ford Performance Parts limited warranty.

# Detroit Automakers Making 'Ideal Vehicles' for the Public

The 2019 Ideal Vehicle Awards (IVA), recognizing vehicles that best meet owners' expectations for the product.

The 2019 awards are based on responses from more than 50,000 owners of new vehicles across all major manufacturers. Based solely on owner input, AutoPacific IVAs measure the fusion between owner expectations and reality.

"IVAs speak to a vehicle's layout and design," said AutoPacific president George Peterson. "Giving owners a chance to tell us what they would change and how they would change it reveals which vehicles are best designed to meet their needs and expectations."

The all new Ram 1500 propels Ram to the top of the Popular Brand rankings and also top brand overall, Peterson said.

While there is still room for improvement, trucks (SUVs and pickups) outperform cars in most IVA attributes, notably visibility, technology, interior quietness and safety features. "SUVs continue to grow in popularity by giving consumers car-like fuel economy and better overall design, including technology and visibility. We will most certainly see continued growth in SUV sales, coupled with a decline in car sales," said Peterson.

IVA's "Reveal Industry Shortcomings Consistent" with past years part of the study indicate that info/entertainment technol-

## 'How to' Choose College Expo Hits MCC

Macomb Community College will present College 101 on Wednesday, Sept. 25, 6:45 – 8:45 p.m. at the Clinton Macomb Public Library in Clinton Township.

The forum will provide insights on researching and choosing a college, applying for admission and paying for college, said Sean Patrick, manager of Media Relations at MCC.

"Planning for your future can be a daunting task," said Aimee Adamski, director, Admissions and Outreach, Macomb Community College. "College 101 is designed to help community members, especially those who may be first-generation college students, navigate the myriad of options and make the best choices for themselves."

Presentations on choosing a career, finding and applying for the right college and securing financial aid will be followed by an open discussion period in which attendees can ask specific questions and use available computers for further research on the topics covered.

College 101 is open to parents and students from middle school through the 12th grade. Information will be available on, but not limited to, attending Macomb Community College.

The forum will be held in the main auditorium of the Clinton Macomb Public Library at 40900 Romeo Plank Road in Clinton Township, Patrick said.



The Chrysler 300 was one of four FCA vehicles named as an 'Ideal Vehicle' in a recent AutoPacific study.

ogy, interior quietness, power and acceleration, safety features and interior storage are the areas where consumers most likely to want to change, Peterson said.

"Overall, the percentage of consumers who want better performance in these areas is about the same today as it was three years ago, and these represent major opportunities for automakers to improve," said Peterson.

The quartet of FCA US vehicles ranked best in their class in AutoPacific's 2019 Ideal Vehicle Awards, were the Chrysler 300 in the Large Car category, the Dodge Challenger in the Sporty Car category, the Ram 1500 in Full-Size Pickup category and the Jeep Grand Cherokee in the Mid-Size SUV category, said FCA spokesman Dale Jewett. FCA wasn't the only Detroit automaker to take top honors in the IVA study.

The Chevrolet Corvette took top honors in the Sport Car category, while the Lincoln Continental won in the Luxury Car category.

ry and the Lincoln Nautilus was tops in the Executive Luxury Crossover SUV category.

The award-winning, new Ram 1500 climbed to the top of the Full Size Pickup category and powered Ram to the top overall brand and leader among Popular Brands in this year's survey, Peterson said.

It was the second class-leading performance by the Ram 1500 and the brand this year in an AutoPacific study, after being named Highest Satisfaction Popular Brand in the 2019 Vehicle Satisfaction Awards.

The other three best-in-class FCA US vehicles in this year's Ideal Vehicle Awards are all repeat winners, including an impressive ninth consecutive year at the top of the Mid-Size SUV category for the Jeep Grand Cherokee, Jewett said.

The Dodge Challenger led the Sporty Car category for the second consecutive year and for the third time in four years. The

Chrysler 300 sedan topped the Large Car category for the second consecutive year.

"The Ideal Vehicle Awards recognize vehicles that best meet their owner's expectations and desires," said George Peterson, AutoPacific president. "These are vehicles that are 'just right' for their owners."

AutoPacific's Ideal Vehicle Awards are based on scores developed using results from the automotive research and consulting firm's New Vehicle Satisfaction Survey. More than 50,000 respondents rated 14 vehicle attributes based on their desire for change.

Those vehicles whose owners want the least change rank highest in their class for the Ideal Vehicle Award.

Respondents purchased a new car or truck between September and December 2018 and were surveyed between January and May 2019 after having driven their vehicle for at least 90 days.

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Members are following union leadership's lead on the strike for now.

## Rank and File Has Doubts About Union Leadership

ROMULUS, Mich. (AP) – The strike against General Motors by the United Auto Workers is playing out amid a corruption scandal inside the UAW that has caused distrust of the union leadership among many rank-and-file members.

On picket lines at plants across the country, many of the 49,000 workers have expressed doubts about whether UAW leaders are acting in their best interests in the dispute and in their handling of union money in general. Some have gone so far as to wonder whether the leadership took them out on strike to show that the union is working for them.

"Where there's big money, there's dishonesty, unfortunately," 41-year employee Brian Jaeger said outside a parts distribution center in Van Buren Township. He said he is grateful for the life that the union has brought his family and he supports the strike, but he is also suspicious of the leadership.

The walkout began Sept. 16, with UAW members saying they want a bigger share of the billions that the No. 1 U.S. automaker has made off their hard work since it emerged from bankruptcy a decade ago with the help of union concessions. The strike – authorized Sept. 15 in a vote by about 200 local union representatives – has shut down more than 30 factories in nine states, mostly in the Midwest.

In August, the FBI raided the suburban Detroit home of UAW President Gary Jones as part of the widening federal investigation. He has not been charged and has not commented on the raid.

Earlier this month, Jones' successor as union regional director in Missouri was charged in a \$600,000 embezzlement scheme, and another UAW official pleaded guilty to taking kickbacks from union vendors.

Eight other people – including five UAW officials – have been convicted over the past two years of looting a jointly run Fiat Chrysler-UAW training center for blue-collar workers, with prosecutors alleging that \$1.2 million was diverted to keep union officials "fat, dumb and happy" while they collaborated with the automaker in contract talks.

Amid all this, the UAW is trying to reach a new four-year agreement with GM.

"That's sickening," Clarence Trinity, 47, a UAW machinist, said of the scandal. "If it's true, that's upsetting because they raised our union dues."

But it seems like they raised our union dues maybe just to line their pockets."

Trinity, who works at a GM engine and transmission plant in the Detroit suburb of Romulus, said he remains loyal to the union and will picket for more hours than scheduled to support fellow workers. He said he wants to preserve their health care, get permanent jobs for temporary workers and stop the company from moving production to other countries.

Still, the 22-year GM employee and others questioned the union's negotiating tactics and its motives in calling the walkout. Phil Cuthbertson, who works at GM's transmission plant in Toledo, Ohio, said he wonders whether the leadership was quick to strike this time because it wanted to restore members' faith that it is working for them.

"We voted to strike and they listened to us," he said.

Others questioned why UAW leaders didn't give them information before the strike about an offer made by GM on Sept. 14. A UAW vice president told GM in a letter that if the automaker had presented the offer to the union sooner, the walkout might not have happened.

In the union's defense, UAW spokesman Brian Rothenberg said the workers had a say in whether to strike: The UAW summoned local leaders to Detroit, and they voted unanimously in favor, he said.

Rank-and-file members also voted to authorize a walkout earlier in the month.

"This strike is about them, and their local leadership had a direct voice in the process," Rothenberg said.

Also, UAW committees composed of plant-level officials elected by the members are playing more of a role in negotiations, a change made this year, Rothenberg said.

As talks fell apart last week-end, GM said it offered pay raises, and \$7 billion worth of U.S. factory investments resulting in 5,400 new positions. The company also said it offered higher profit sharing, "nationally leading" health benefits and an \$8,000 payment to each worker upon ratification.

In addition, GM proposed new products to replace work at two of four U.S. factories that it intends to close, preserving some jobs. It pledged to build a new all-electric pickup truck at a factory in Detroit and open an electric vehicle battery plant in Lordstown, Ohio.

## Michigan Auto Insurer Adapts to Times

TRAVERSE CITY, Mich. (AP) – Hagerty is evolving to adapt to a changing automotive world.

"Our mission as a business is to save driving and car culture for future generations," said McKeel Hagerty, CEO. "We're not just in the insurance business. We certainly started in insurance, and we'll certainly continue doing that and we'll do a lot more of it."

"But it's all this idea of an automotive lifestyle: events, even – potentially – membership physical locations someday. All of our media efforts will start expanding, and the business will expand even faster," Hagerty told the *Traverse City Record-Eagle*.

Some of the growth will be made possible by an infusion of cash from Markel Corp., a multinational holding company for insurance, reinsurance and investment operations. The company recently paid \$212.5 million to acquire a 25 percent stake in Hagerty.

"It was really a match made in heaven," said Hagerty. "We just invited them into the owner group and now we're ready to continue growing the business as we planned."

Much of that growth involves the Hagerty Drivers Club, which offers members-only events, a magazine, automotive discounts, roadside service, membership in a historic vehicle association and access to an automotive help desk.

"The Drivers Club is our big evolution as a business," Hagerty said. "It went from kind of a sideline to the headline."

More than 1.4 million people now belong to the Hagerty Drivers Club.

The company aims to increase membership. Business growth requires lots of capital. The Markel deal offered a large chunk of capital.

"Markel is a really great long-term partner with another side of our business, which is they're a

risk-taking partner with us," Hagerty said. "We're a risk-taking business, so we actually don't just sell insurance, we actually bear some of that risk. So we'll have additional capital to be able to do even more."

Markel operates 77 offices in 18 countries, according to the company's website.

The deal began taking shape almost a year ago. Terms were solidified last winter.

"It took forever to close," said Hagerty. "Because we're in the risk-taking business, and because of our reinsurance company in Bermuda, there was a lot of regulatory scrutiny – as there should be. Between Bermuda and Missouri and a couple of other states that were involved, it took a lot longer."

Selling a stake in the company was the best way to raise money for expansion.

"Because of the regulated nature of the business, you have to use actual capital," said Hagerty.



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# Ford Goes Ahead With Plans to Modernize Dearborn Campus Facilities

Ford Motor Company has unveiled the company's detailed and expanded vision of how it will transform its Research & Engineering Center in Dearborn.

The plan, released last week, shows how Ford will make the campus into a high-tech, efficient, forward-thinking campus for thousands of its designers, engineers and product development workers, said Ford spokeswoman Christina Twelftree.

The focal point will be a new central campus building which sits on the site of Ford's 66-year-old Product Development Center, located on the northwest corner of today's Research & Engineering Center.

Future home to Ford's product development community, initial construction of the new building will be complete by the end of 2022, Twelftree said. Paired with the restoration of Michigan Central Station in Detroit's Corktown neighborhood into a collaborative space to create future mobility solutions, the new facility will help Ford speed product and technology innovation and attract world-class talent.

Sitting along Oakwood Boulevard, close to downtown west Dearborn and The Henry Ford Museum, the central campus building will be finished in 2025 and co-locate more than 6,000 Ford employees – mainly designers and vehicle development teams – creating an inviting, walkable community entrance to the company's Research & Engineering campus.

Ultimately, the master plan envisions a campus of interconnected buildings that could one day house more than 20,000 employees in a flexible, high-tech environment, Twelftree said.

"From the Rouge to Highland Park in Detroit to Dagenham in the U.K., Ford has leveraged innovative workspaces and facilities to inspire our teams to invent the future," said Ford President and CEO Jim Hackett. "Our vision for our Dearborn Research & Engineering campus – and our new Corktown campus and Ann Arbor robotics lab – will enable Ford to lead the next era of transportation and personal mobility, and help us continue our founding mission of driving human progress through the freedom of movement."

The new master plan is the result of a two-year research and planning process led by Snøhetta as lead architect, landscape architect and master planner.

The plan is based on three core principles – integration, interaction and co-location – to advance Ford's vision to serve customers through a winning portfolio, new propulsion choices, autonomous technology and mobility services.

In the last decade, connectivity, automation, electrification and other technologies have dra-

matically shifted the automotive and mobility landscape, Hackett said. The design principles of the master plan go hand in hand with Ford's evolving approach to product design and development. Ford increasingly is leveraging human-centered design and cross-functional teams to create new products and services and manage product lines as customer-focused end-to-end businesses.

"We are building workspaces of the future in Dearborn and globally that will bring all of our people, with their incredible talent and energy, together in one place," said Ford Land Chairman and CEO David Dubensky. "Having all employees in state-of-the-art interconnected buildings will facilitate a better flow of ideas and catalyze opportunities for collaboration and knowledge sharing – driving efficient product innovation."

The new master plan also transforms community engagement as the Research & Engineering Center moves closer to Oakwood Boulevard to be more open and connected to the surrounding neighborhoods. Plans include an increase in public spaces and shared pathways that bring employees and local residents together, as well as coffee shops and restaurants that can serve as meeting places and communal spaces.

The plan envisions an intelligent campus built with flexibility so it can adapt to changes in the industry and work practices, Twelftree said. With more freedom to decide where and how they want to work, employees can take advantage of adaptable furniture and flexible workspaces outfitted with the latest productivity tools and technology.

Movement within the campus will be pedestrian-focused and transit-rich, connected directly to amenities and networked through a shared transportation loop, limiting personal vehicle access to the perimeter of the site. The campus will showcase new mobility solutions such as electrified bikes, scooters and shuttles, evolving over time as autonomous vehicles and other transportation emerges.

Amenities will include cafés and restaurants that prioritize sustainable, local products and farm-to-table food sourcing. There will be connected outdoor environments people can use across all seasons, such as pavilions, courtyards and covered walkways.

These broad moves in turn intensify the tree density and wetland landscape across the remainder of the site. Where possible, natural environments will be restored to keep the needs of people, vegetation and wildlife in balance, Twelftree said.

"We envision a quilt of inter-



This rendering shows what the Ford campus in Dearborn will look like after all its upgrades have been made.

connected buildings, with Ford teams woven together in such a way that enables collaboration and innovation in its transformed workspace," said Craig Dykers, co-founder of Snøhetta. "Natural and built environments, employees and communities, moving in one Ford ecosystem, and connected with the world around it."

Over the next half-century, Ford's Dearborn facilities would continue to expand along with the company's growth and product offerings. While the expertise of its employees became increasingly specialized, the company's teams settled into focused, yet dispersed, workspaces throughout Dearborn.

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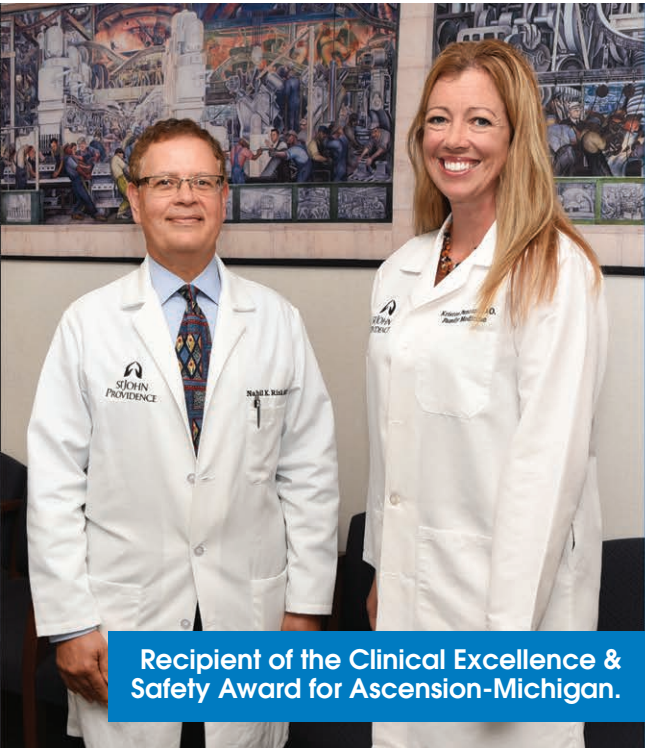
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## Detroit Orcestra Hall Celebrates

DETROIT (AP) – An acoustical and architectural gem in Detroit is turning 100, and the milestone is being marked in numerous ways.

Centennial celebrations for Orchestral Hall include a free concert on Oct. 23 by the Detroit Symphony Orchestra, which makes its home on the stage. Orchestra officials say the venerat-ed hall's grand opening was on Oct. 23, 1919, and next month's concert is dubbed "A Century of Pops."

The DSO's season launches Oct. 4-6 with a restaging of the opening concert, featuring pieces by Beethoven, Bach, Mozart and Weber. The ensemble plans to perform other works presented during its first season at Orchestra Hall throughout the year.



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# GM-UAW Strike Breakdown

DETROIT (AP) – More than 49,000 union auto workers at General Motors are walking picket lines, silencing more than 50 company factories and parts depots in a strike over contract negotiations.

The strike that began early Monday crippled production of Chevrolet, Cadillac, GMC and Buick vehicles made by the nation's largest auto company, and if it lasts a long time, will cost both sides millions.

The dispute boils down to this: GM has been highly profitable since emerging from the Great Recession, and now that the company is healthy, workers want a bigger slice. GM, though, wants to protect profits as it faces a global sales slowdown, tariff threats and another possible recession.

Some questions and answers about the strike and its impact.

## WHY DID THE UNION WALK OUT?

GM has made over \$30 billion in the past six years, and workers say it's time they got a bigger share.

Although they received profit-sharing checks that totaled \$52,500 for the same period, workers want pay raises that will show up year after year, even in a downturn.

They gave up cost-of-living pay raises and made other concessions to keep the company afloat during its 2009 bankruptcy, and now they want to be repaid. Longtime workers have received only two raises since 2010. Also, workers hired after 2007 still make less than older workers, and the union wants to erase that gap.

GM, however, is facing a global auto sales slowdown and would rather give workers money that is tied to earnings. The company also says health care costs are

too high, and it wants to cut labor costs so they are closer to U.S. factories owned by foreign competitors. Senior GM workers now make around \$30 per hour, but with benefits, it's \$63. Total labor costs run an average of \$50 per hour at the foreign plants, according to the Center for Automotive Research.

## WHEN WILL THE STRIKE HIT GM'S PROFITS AND WORKERS' WALLETS?

That depends on how long it lasts. If it's only a couple days, workers will lose a relatively small amount of pay. But a longer strike would force them to live on strike pay of only \$250 per week.

Even though factories aren't running, GM has fixed costs to maintain equipment. Citi analyst Itay Michaeli estimates that the strike is costing GM \$100 million in lost earnings per day, or 6 cents of earnings per share every day. GM may not see the effects immediately because it has a 77-day supply of vehicles available at the current sales rate, far above the industry average of 61 days, Cox Automotive calculated.

So buyers still would have a lot of cars, trucks and SUVs to choose from.

But a week or so in, dealers will run short of vehicles and shoppers might go to other brands. That could cost GM market share and profits.

With a short strike, GM would make up production by increasing assembly line speeds or running plants on overtime, and that could replenish vehicle supplies and erase some losses.

A 54-day strike in 1998 at a plant in Flint crippled GM's production and cost the company \$2 billion and 2 percentage points of market share that GM never got back.

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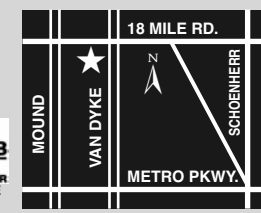


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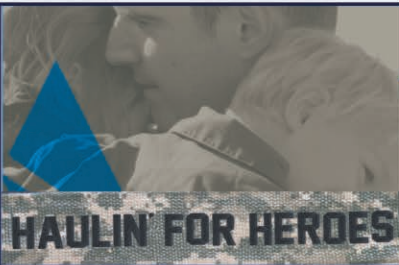
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