

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. Further details were not available.

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 vehi-



UAW strikers began picketing GM facilities, including the Tech Center, after failing to reach an agreement.

cles 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 could be in jeopardy.

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 striking GM employees in Warren.

Nordresa Motors Acquired; More Changes Ahead at Cooper Global Purchasing Plan Underway At Cooper Standard

Dana Planning to Advance In Field of Electrification

Auto supplier Dana Incorporated, which has facilities in Auburn Hills and Warren, recently completed the acquisition of Nordresa Motors, Inc., said Dana spokesman Jeff Cole.

Nordresa Motors is an integration and application engineering expert for the development and commercialization of electric powertrains for commercial vehicles. Terms of the transaction were not disclosed, Cole said.

The investment further enhances Dana's electrification capabilities by combining its complete portfolio of motors, inverters, chargers, gearboxes, and thermal-management products with Nordresa's proprietary battery-management system, electric powertrain controls and integration expertise to deliver complete electric powertrain systems.

"Nordresa's experience designing and integrating electric vehicle systems enables Dana to offer our customers a complete system solution, including fully-integrated e-Axles, battery and powertrain controls, and thermal management," said James Kamickas, Dana president and CEO. "Each of Dana's customers are at different points on their electrification journey and our strategy remains focused on supporting them with industry-leading tech-

nology and expertise for all vehicle architectures."

The transition of the powertrain to fully electric requires changes to the propulsion system, power steering, air conditioning compressors, and other accessory systems that are specifically engineered for battery-electric solutions, Cole said. Nordresa's ability to integrate these systems while customizing the battery storage and management systems enables the most efficient solutions to be offered to customers.

"The electrification of commercial vehicles is rapidly increasing, and Nordresa was in search of a company with a strong heritage and customer-centric culture that would further accelerate our business," said Sylvain Castonguay, president and CEO of Nordresa. "Joining Dana provides Nordresa access to a global footprint, diverse customer base, and complete portfolio of electrification capabilities that will create long-term value for our customers."

Dana will continue to leverage the nearly two decades of electrification knowledge and experience of Nordresa's founders, who will serve in leadership positions at Dana.

Nordresa is headquartered near Montreal, Québec, Canada.

To further accelerate its evolution to a more fully integrated global organization, Cooper Standard of Novi is transitioning its purchasing organization to a global commodity structure.

This transition follows the previous realignment of the Company's manufacturing, engineering and innovation organizations earlier this year, said Cooper Standard spokeswoman Sharon Wenzl.

"The strategic realignment of our purchasing function by global commodity category is another sequential move in our progression toward a fully integrated global structure," said Jeffrey S. Edwards, chairman and CEO, Cooper Standard.

Cooper Standard will manage the procurement of 34 commodities into four groups including plastics, rubber, metals and all others that will be supported by dedicated global buyers, Edwards said.

The new global purchasing organization will remain under the direction of Susan Kampe, senior vice president, chief information and procurement officer, Wenzl said.

In conjunction with the installation of this new global structure for the company, Cooper

Rank and File Has Doubts About Union Leadership

by TOM KRISHER and MIKE HOUSEHOLDER
Associated Press

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.

CONTINUED ON PAGE 2

CONTINUED ON PAGE 4

Tech Center News®

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Warren, Michigan 48093

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Contact us:
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Deadline: Thursday 5:00 p.m.
for the next edition of Monday

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Lisa A. Torretta, operations
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Tech Center News is a registered
trademark of Springer Publishing Co.

www.TechCenterNews.com

'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.

Registration is encouraged at www.macomb.edu/college101.

College 101 is not sponsored or endorsed by the Clinton Macomb Public Library, Patrick said.

Sterling Heights Offers Energy Tax Break

In an effort to encourage environmentally friendly business practices throughout the community, Sterling Heights City leadership joined forces with Lean & Green Michigan (LAGM) to roll out the PACE program to commercial, industrial, multi-family, agricultural and non-profit properties at the Sept. 17 city council meeting, said Melanie D. Davis, spokeswoman for Sterling Heights.

PACE is a long-term financing tool available to commercial property owners to pay for energy and water efficiency and renewable energy upgrades. LAGM is the statewide administrator for PACE financing that local governments can join for free, creating one uniform and efficient PACE market. No city funds are used for PACE financing. Capital comes from private lenders specializing in PACE financing.

Through PACE, property owners receive 100 percent pre-funding for energy saving upgrades on their facilities and pay the PACE loan back through a special assessment on their property taxes.

Manufacturing Scribe's Hobby About Bond, James Bond

by Jim Stickford

Detroit and James Bond aren't two things that are often put together, but that hasn't stopped Bill Koenig from maintaining a blog and participating in podcasts about the famed, fictional spy.

Koenig is senior editor for the Society of Manufacturing Engineering (SME) and his work can be seen on advancedmanufacturing.org/writer/bill-koenig. Part of his job is covering the automotive industry.

"I've been covering the auto business since the mid-1980s," Koenig said. "I worked at *The Indianapolis Star* from 1984 through 2001. I covered cars in two stints – from 1985 through 1992 and from 1993 through 2000."

Eventually Koenig got a job at *Bloomberg News* in Detroit in 2001, covering the auto industry.

"I basically covered Ford from 2001 through 2008," Koenig said. "I stayed at *Bloomberg News* until 2013 and joined SME in 2014. *Bloomberg News* used to have a monthly feature called Market Manager Monthly and I wrote a 'cars in the movies' story in 2002 about Ford's relationship with the Bond franchise. The movie 'Die Another Day' had come out that year and Ford owned a bunch of brands, including Land Rover, Aston Martin and Volvo. Vehicles from those brands were featured prominently in that film."

But Koenig's interest in writing about fictional spies started before 2002.

"In 1996, during the very early days of the Web, I decided I wanted to do a Web page on the old 1960s TV show 'The Man From U.N.C.L.E.,'" Koenig said. "I had, in one form or another, all the episodes and decided to do an episode guide. That kind of thing was very new at the time."

Not too long after he launched his page, he came across a site called "Her Majesty's Secret Servant." It was started by Paul Baack and Tom Zielinski.

"It was something new, an e-magazine," Koenig said. "They would post magazine-length stories, and they were recruiting writers who could do articles for the 'other spies' section. That site started back in 1997 and had its last issue in 2011. The issues started coming farther apart. The issue was in 2011 and the site shut down in 2014."

In 2008, while Baack and Zielinski were still publishing the e-magazine, they decided they wanted to have an online presence between issues, so they started a blog.

"They contacted the e-magazine writers and asked us to make contributions to the blog," Koenig said. "I decided to so, and became hooked. Over time I real-

ly took over the blog. Eventually the e-magazine went off line, but the blog stayed. Its name was changed to 'Spy Command' in 2013. It can be found at hmssweblog.wordpress.com."

His site also has pages on "The Man From U.N.C.L.E." and "Agents of SHIELD" as well. The blog's full title is "Spy Command – A Blog About James Bond - 007 and The Other Spies."

Koenig says keeping the blog going is fun and his wife Jeanne is "fine with it." The length of his blog posts varies, depending on the news of the day. Right now Daniel Craig, the current James Bond, is filming his fifth Bond film "No Time to Die" right now, so there's a lot of Bond news to report.

"I actually don't want to know too much about the upcoming Bond movie," Koenig said. "I want to be surprised, so I am not looking for spoilers. I will post news and try to analyze what that news means. For example, Pinewood Studios, where they have the James Bond Stage, just announced that much of its filming space has been locked up for the next decade by Disney. There seems to be an arms race in England to lock up studio space right now."

"My question is how does that affect Bond? The movies have been traditionally filmed there. Will Bond be filmed elsewhere in England, in another country all together? But with the next film, I want to be surprised. So I'm not trying to hard to get secret spoilers and news about the plot of the film."

Koenig said Bond and U.N.C.L.E. are known for their exotic locations in far-off countries, but his love of those franchises has taken him to the most American of places – the University of Iowa.

"Norman Felton, the original TV producer of U.N.C.L.E., and Richard Maibaum, writer of many of the James Bond movies, have their personal papers there," Koenig said. "So I've actually gone to the school and viewed the papers myself. Indiana University, where I went to college, has a lot of Ian Fleming's papers. He created Bond, and when he died in 1964, many of the books from his rare manuscript ended up at the school's Lilly Library, so it's nice to go there too."

Koenig said it's been interesting covering Bond since the beginning of the Internet. There were always lots of Bond pages over the years, but social media is something that caught a lot of people by surprise, including the people who market the Bond films.

Over the past several years, the concept of the influencer has arisen. An influencer is someone who posts on social media outlets like Instagram or Twitter. So



Koenig runs a blog about James Bond and other fictional spies.

a celebrity might post a picture of himself or herself wearing clothes from a specific designer. That celebrity might have 100,000 followers and many of these followers might decide to buy the shirt seen in the celebrity's Instagram post.

Because James Bond has always been associated with expensive goods like clothes, food, liquor and automobiles, there are Bond fans who run sites dedicated to the Bond lifestyle.

Sites like "The Suits of James Bond" and "The Bond Experience" will break down what Bond wears or drinks or drives.

There are some people who will see a shot of Daniel Craig as James Bond taken during the filming of the latest movie and track down who made the sunglasses and post that information on Twitter or Instagram.

This has often resulted in increased sales of the item and more traffic to the clothing maker's Web site.

So during the filming of "No Time to Die" many of these influencers have been invited to actually visit the set of the movie and they have since posted pictures of their experiences on their sites.

Some influencers even get sent samples of the clothing and other gear that will be seen in the movie in the hopes that they might do a review of the items on their sites.

Koenig doesn't consider himself a Bond "influencer" and hasn't been invited to any film locations. But he said he has met many of the influencers and said what he enjoys is talking Bond with them.

"When you have a gathering of Bond fans, someone will throw out a line from a Bond movie like 'more power' and we all know he's referencing Christopher Walken from 'View to a Kill.' That line is always better when said imitating Walken's unusual cadences."

Koenig has also just started

podcasting. Earlier this year he became a part of a podcast called "James Bond and Friends."

It's done by fans from England and features people like himself who have Bond Web pages.

"We are from all over the world, so I don't get to set the time the podcast is done," Koenig said. "I'm told when they are recording the podcast and if I can participate, I do."

"But it's hard getting us together because of the time differences. My wife bought me a headphone-microphone combo, so I sound good. I use software called Zencasting for my podcasting. It's amazing what you can do now with technology that is easily affordable."

Koenig has no plans to stop his blog, and enjoys the opportunity to write longer pieces as well.

"As hobbies go, James Bond is pretty cool," Koenig said.

Cooper Standard Global Purchase Plan Underway

CONTINUED FROM PAGE 1

Standard is investing in the latest digital and A.I. tools needed to provide the organization with real-time analytics to further the company's goal of continuous improvement and innovation opportunities.

Cooper Standard has its worldwide headquarters in Novi.

The company is a global supplier of systems and components for the automotive industry, Edwards said.

It is a provider of a wide range of different automotive equipment and parts.

Products include sealing, fuel and brake delivery, and fluid transfer systems, Edwards said.

Cooper Standard currently employs approximately 30,000 people globally and operates in 21 different countries around the world.



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2019 Corvette Gets Top Marks in Latest AutoPacific Expectation Analysis

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.

IVAs "Reveal Industry Shortcomings Consistent" with past years part of the study indicate that info/entertainment technology, 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 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.



The 2019 Corvette took a top spot in the AutoPacific Ideal Vehicle survey, in which 50,000 buyers were polled.

Library Offers 'Decluttering' Advice

The Warren Public Library will be hosting a seminar on how to declutter one's home.

Titled "Five Simple Steps to Decluttering," the gathering will be held on Tuesday, Sept. 24 starting at 6:30 p.m. said Warren librarian Paul Konkolesky.

The hour-long event will be held in the conference room by the main entrance to the Civic Center branch of the library.

"Does your home feel out of

control?" Konkolesky said. "Are you hearing about the decluttering craze and wishing you had the time and stamina to tackle your own stuff? Does the thought of going through your things make you feel panicked and overwhelmed? If so, Charlotte Kaye is coming to the rescue."

To reserve a spot, people should call the library at 586-751-0770.



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Rank and File Has Doubts About Union Leadership

CONTINUED FROM PAGE 1

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 walk-out. 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 weekend, 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.

Gary Chaison, a retired professor of industrial relations at Clark University in Massachusetts, said the strike is a mystery to him because GM’s offers appear to be decent. He said the work stoppage may be less about the contract and more about showing members the union is on their side. It also helps with organizing workers at nonunion auto plants, he said.

“I can’t see a prolonged strike coming out of this,” he said. “I see this more as a demonstration of ‘Look how effective we are as the UAW.’”

GM has not publicly tried to capitalize on the scandal during the strike, but when the latest allegations were announced last week, it pounced, saying: “There is no excuse for union officials to enrich themselves at the expense of the union membership they represent.”

Many workers on the picket line said they still support the union in its quest to preserve their standard of living.

Romulus worker Tina Black said there are still good people at the top of the union, even if some leaders have gotten in trouble. “There’s always a few, but you can’t blame everybody for that,” she said.

Despite EVs, Gas Engines Not Going Away

With the move towards electrification, the automotive industry is facing what is probably the greatest transformation in its history.

SEG Automotive North America of Novi is has developed technology which support the transition towards more efficient combustion engines, 48V hybrids and electrification, said SEG spokesman Christoph Hölzl.

The prime example in the product line is SEG’s new EM 1.25 e-motor. It offers great fuel efficiency increases and provides sufficient power for comprehensive e-driving functionality, enabling 48V full-hybrids or even compact 48V electric cars.

The 48V hybrid trend has emerged as a cost-effective, easy-to-integrate solution to make an immediate impact on reaching climate goals and meeting CO2 legislation targets, Hölzl said. By 2025, it is estimated that one in five new cars globally will come equipped with 48V technology; in China (31 percent market share) and Europe (35 percent market share) it will be roughly every third vehicle.

Which is why SEG Automotive has developed new hybrid technology like its Boost Recuperation Machine (BRM) is the only 48V machine recognized as an eco-innovation by the EU, granti-

ng up to 1.8g / km of additional CO2 credits.

The BRM replaces the conventional generator to turn combustion engines into mild hybrids, while also serving as the sole engine for light electric vehicles like the Schwalbe E- Scooter.

At the IAA 2019 confrence in Frankfurt, Germany, SEG Automotive will introduce its next generation of new and upgraded 48V products, anticipating the growing demands of the automotive industry. The EM 1.25 offers even greater savings and with 25 kW enables comprehensive 48V e-driving functionality – from mild-hybrids to compact 48V electric cars.

The second generation of the Boost Recuperation Machine builds on the strengths of its predecessor – easy integration and low system costs. At the same time, the BRM 2.8 ramps up all performance indicators: higher starting torque, boost power and continuous power are enabled by a compact design with impressive power density and 88 percent efficiency.

The enhanced recuperation peak power of 15 kW further increases the CO2 and fuel saving potential.

“The new BRM 2.8 is an incredibly cost- efficient product with an immediate impact towards cli-

mate protection goals and achieving fleet emission targets, making it the ideal short- and mid-term solution for the needs of OEMs across the world,” said Dr. Peter Sokol, COO of SEG Automotive.

The new EM 1.25 takes the concept of 48V to a new level. The highly efficient 25 kW e-motor can be integrated flexibly throughout the powertrain – from the gearbox to the rear-axle. Even compared to cars equipped with start/stop, it provides additional fuel consumption and CO2 emission savings of up to 19 percent under real life conditions.

The flexibility of the EM 1.25 does not stop at mild-hybridization; it provides enough power to enable 48V full-hybrids or even compact 48V electric cars – for example by placing two EM 1.25 on the rear axle. This solution would incur lower costs than current high voltage systems, which require a special safety architecture.

“48V powered vehicles will be a key contributor to drastically reducing global CO2 emissions from cars. With our EM 1.25 we have an efficient solution for a wide range of use cases, from mild hybrid to small EVs, for example for urban applications,” said Sokol.





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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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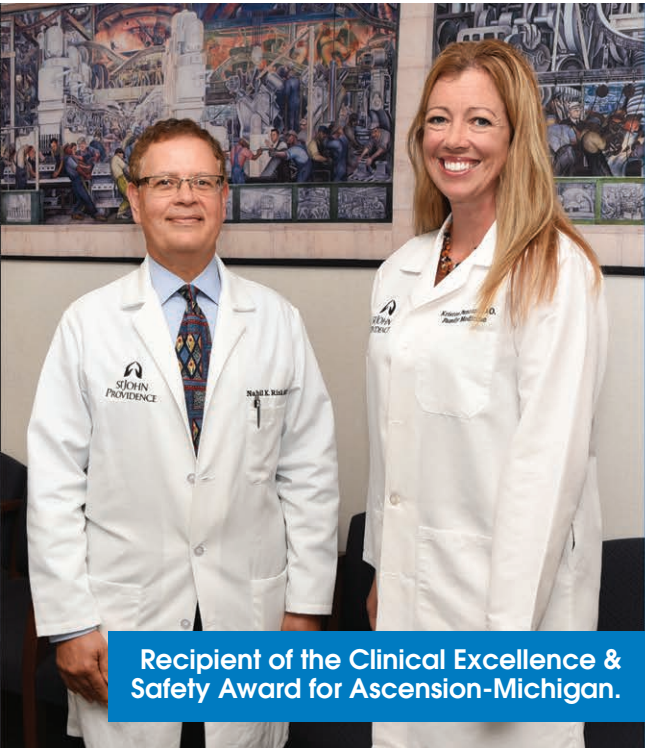
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Detroit Orcestra Hall Celebrates

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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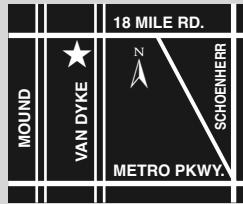
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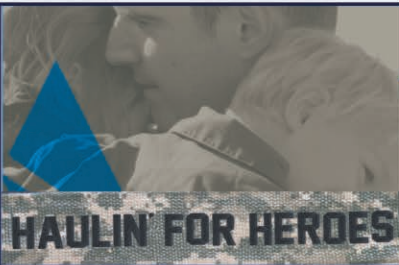
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