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Exclusive NAIAS Tours for OESA Members

Jeff Laskowski, OESA

OESA invites senior executives from regular member companies to experience exclusive guided tours of the North American International Auto Show with IHS Automotive on Jan. 10, 11 and 12, 2012. Participants will learn how future production vehicles and design concepts impact the supply base from a technology, procurement and global ER&D perspective. These private tours offer a unique opportunity for candid discussions on vehicles launched at the show and enables OESA members to focus on OEM product goals and objectives.

This year's tours will be led by IHS experts including:

- **Michael Robinet**, Managing Director, IHS Automotive
- **Paul Haelterman**, Vice President, IHS Automotive
- **Rebecca Lindland**, Director, Strategic Analysis, IHS Automotive
- **Jeff Jowett**, Manager, Americas Powertrain Forecasting, IHS Automotive
- **Mike Jackson**, Senior Manager, NA Production Forecasting, IHS Automotive
- **Mark Boyadjis**, Senior Analyst & Manager, IHS iSuppli

OESA members may register in the events section at <http://www.oesa.org>. IHS clients should use the attached registration sheet. For registration assistance, contact Felece Hickman at 248.952.6401 ext. 237 or fhickman@oesa.org. For tour information, contact Michelle Maki at 248.952.6401 ext. 229 or mmaki@oesa.org.

China 2012 Trends in Compensation and HR

Margaret Baxter, OESA

OESA will present a webinar on Jan. 10, 2012, entitled "China Human Resources Trends and Challenges." **Steven Kueffner**, practice leader international consulting, Towers Watson, and **Ken Duck**, partner, Boss & Young PLC will present.

The webinar allows participation from China, Europe and North American in a discussion on the human resources environment in China. **Kueffner** will discuss the results of Towers Watson's 2011-2012 Compensation Survey, focusing on trends in China's labor market, compensation, benefits, employee engagement and retention, and specific challenges for automotive companies. **Duck** will discuss unionization trends and the expanded use of collective bargaining agreements. He will also comment on recent labor unrest and strategies to avoid labor disputes.

Companies with operations in China and/or those organizations intending to expand into China will be interested in participating.

Registration is available on the OESA website. For more information, contact Margaret Baxter at 248.952.6401 ext. 223 or mbaxter@oesa.org. For registration assistance, contact Felece Hickman at 248.952.6401 ext. 237 or fhickman@oesa.org.

De KOKER's CORNER

Continuing Our Focus to Serve OESA Members

Neil De Koker, OESA

As OESA looks forward to 2012, I wanted to look back and ask, "Did OESA deliver what we promised members for 2011?" While 2011 was full of curve balls that no one expected, I pulled up my January 2011 De Koker's Corner, reviewed the top priorities I laid out 12 months ago and simply asked, "Did OESA deliver?" Here is my report card.

One of OESA's top priorities was to increase the interaction with the vehicle manufacturers. In a year with considerable distractions and distress, OESA stayed focused on this priority and delivered Town Hall meetings with Ford, General Motors, Honda and Toyota that provided opportunities for OESA members to develop and deepen working relationships. We also broadened our OEM participation by involving OEM representatives from numerous functional areas such as warranty, engineering, procurement, product development, environmental health and safety, energy management, manufacturing and legal in OESA events and council meetings.



An additional priority was to focus on the issues surrounding supply shortages and raw material costs. OESA worked with our extensive network of affiliate members to host meetings on supply chain risk, the recovery process from the Japan crisis and material cost management. These topics were also extensively covered in the OESA councils and our monthly newsletter.

Finally, a major priority of OESA was to promote the industry as a high-tech, innovative and growing business sector. OESA accomplished this by continuing to be a voice for the industry through our activities in Washington, D.C. and the states and through the local and national media to ensure our success stories are heard. OESA worked closely with the MEMA Washington office to engage a record number of suppliers in Congressional Hill visits during the MEMA Washington Summit and establish the first Government Affairs Committee meeting in a state capital.

So, what is on the 2012 docket? I could simply say a more intense focus on OEM relationships, supply chain issues and industry advocacy. However, the pace and complexity of this industry does not allow us to do only more of the same. Through OESA councils, member surveys and the recently conducted MEMA public policy survey, OESA will add three key focus areas for 2012:

- Workforce competencies to attract, retain and engage the supplier workforce
- Supply chain capabilities to manage increased global complexity and volumes
- Manufacturing competitiveness to align public policies, supply chain and workforce efforts into a cohesive forward path

As 2012 evolves, I am sure there may be side trips to this roadmap. However, we will listen to our members and, as a result, you will keep OESA on course. With OESA member engagement and ideas, we will continue to organize our events, council meetings and other services to what is most relevant to your business and the industry. This is your association. OESA needs your engagement.

Very soon, if not already, you will see the 2012 OESA Member Feedback Survey arrive in your inbox. This is one of the many mechanisms we use to learn how OESA did in delivering on our priorities and what we can do better, differently (or continue to do) to meet your needs. Please take the few minutes the survey requires to provide your candid feedback on our performance and your needs. OESA is committed in 2012 to fulfill our promise to be the voice, forum and resource for the automotive original equipment supplier industry.

As always, I look forward to your views and can be reached at 248.952.6401 ext. 224 or ndekoker@oesa.org.

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Be preferred, contact: Mike Niederquell – mniederquell@quell.com : Rick Bourgoise – rbourgoise@quell.com

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**Executive committee*

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OESA Welcomes New Members

Camoplast Solideal Inc.

2144 King West, Suite 110
Sherbrooke, Quebec J1J2E8
Phone: 819.823.8710 Fax: 819.823.8772
[Http://www.camoplastsolideal.com](http://www.camoplastsolideal.com)

Member Representative: Emmanuel Duchesne, General Manager

Alternative Representative: Robert Burkhart, Vice President of Sales & Marketing



Camoplast Solideal is a world leader in the design, manufacturing and distribution of off-road tires, rubber tracks, undercarriage systems, wheels, body dressing parts, under-the-hood plastic components and assemblies, molded skis, engine covers, thermal and air induction systems for the construction, agricultural, industrial, power sports, defense and automotive markets. As a strategic supplier to leading Original Equipment Manufacturers (OEMs), the company delivers its products directly to their assembly lines. Camoplast Solideal also distributes most of its products in the replacement market through its worldwide distribution network. On the strength of a global team of close to 8,000 dedicated experts, Camoplast Solideal operates advanced R&D centers, manufacturing plants in Canada, U.S., Europe and Asia, and distribution facilities on all continents.

Rupert Fertinger GmbH

Wiener StraBe 46
Wolkersdorf, Lower Austria, 2120
Phone: +43.0.2245.3211 Fax: +43.0.2245.4268
[Http://www.fertinger.qt](http://www.fertinger.qt)

Member Representative: Veit Schmid-Schmidfelden, Managing Director

Alternative Representative: Brigitta John, CFO



RF has been reliably developing and producing metal components since 1944. The company's success is based on concentrating on customer benefits, superior technology and quality, persuasive services and competitive pricing resulting from high productivity. RF supplies components for automotive temperature management and car electrics to leading Tier 1 companies and produces high quality products for sanitary fittings and valve technology.

ELM Analytics

280 Mill Street, Suite A
Rochester, Mich. 48307
Phone: 248.660.9356
[Http://www.elmanalytics.com](http://www.elmanalytics.com)

Member Representative: Tor H. Hough, Partner

Alternative Representative: Robert Justin, Partner



ELM is used by professionals who need to understand the detailed capabilities of companies doing business in the global automobile manufacturing industry whether automaker, Tier 1, Tier 2 or beyond. Companies and organizations that will find ELM useful include: OEMs, production suppliers, unions, trade associations, raw material suppliers, government, economic development agencies, service and consulting firms and academic researchers.

USC Consulting Group

3000 Bayport Drive, Suite 1010
Tampa, Fla. 33607
Phone: 813.636.4004 Fax: 813.636.5099
[Http://www.usccg.com](http://www.usccg.com)

Member Representative: Frank Mei, Solution Specialist

Alternative Representative: Mike Cunningham, Senior Regional Manager



USCCG specializes in process improvement and constantly looks for ways to eliminate non value-added steps and activities. The company recognizes that its clients' people possess valuable first-hand knowledge and technical expertise, which USCCG continually seeks to tap and leverage based on the experience and process discipline acquired over four decades. USCCG believes that technology's role is in enabling the change process by providing timely feedback on key performance indicators to process owners, as well as providing business intelligence to management on the results of their collective efforts to help drive and sustain improvement. Proper use of technology allows people in all roles across all departments to be very tightly associated in a way that makes expectations visible and, therefore, more attainable.

MEMBERS

Federal-Mogul Employees Continue Quarterly Tradition Supporting Local Charities

Lisa Williams, Federal-Mogul

The employees of Federal-Mogul's Headquarters in Southfield, Mich. helped support four local charities in 2011. The facility's Recreation Council comprises a group of employees who volunteer their time to organize quarterly community outreach opportunities, among other employee-related events. This year, the Council coordinated employee donation efforts to aid the Michigan Humane Society, Gleaners Community Food Bank of Southeastern Michigan, Covenant House of Michigan and Operation Good Cheer.

"Helping these local charities has become a tradition at Federal-Mogul that many employees look forward to each year," said Recreation Council President Lynnette Vollink-Frand. "Aside from helping those in need, we see this as a way of giving back to our community."

In the first quarter of 2011, Federal-Mogul employees participated in a drive to benefit the Michigan Humane Society by contributing hundreds of pounds of dog and cat food, treats, toys and bedding, blankets, kitty litter and much-needed newspaper. The Michigan Humane Society, the largest and oldest organization of its kind in the state, cares for more than 100,000 animals each year.

During the second quarter, the Recreation Council sponsored a food drive to benefit Gleaners Community Food Bank. Federal-Mogul employees contributed several hundred pounds of food and also made monetary donations to the organization. Last year, Gleaners distributed over 40 million pounds of emergency food to more than 577 partner soup kitchens, shelters and pantries in Wayne, Oakland, Macomb, Livingston and Monroe counties.

Federal-Mogul employees participated in a donation drive to benefit Covenant House of Michigan in the third quarter. Covenant House of Michigan provides food, shelter, educational programs, job and life skills training to area homeless, runaway and at-risk youth between the ages of 13 and 22. Employees donated more than 500 pieces of hygiene products and school supplies in 2011.

Most recently, Federal-Mogul employees participated in a program to benefit those in Michigan's foster care system. Through Operation Good Cheer, more than 150 gift packages were donated by employees to numerous individuals of all ages, most of whom otherwise would not receive any gift during the holidays. For 40 years, Operation Good Cheer has been providing gifts each year during the holiday season to more than 4,000 infants, children, teenagers and adults with disabilities. "When you receive a request by an individual who wants a shirt and a pair of pants for Christmas, it really puts things into perspective," said Vollink-Frand.

"We are very proud of the support that our Southfield employees provide each year to those in need in our community," added Vollink-Frand. "We look forward to our 2012 community outreach program and continuing this Federal-Mogul tradition."

In addition to these initiatives, the Council conducted a food drive to support fellow Federal-Mogul employees affected by the recent floods in Thailand. The company also provides support to several other charities, including United Way, American Cancer Society, American Red Cross and March of Dimes.

For more information, contact Lisa Williams at lisa.williams@federalmogul.com.

COUNCILS

OESA Board of Directors

Continued from page 4

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* Executive Committee

APRC Draws Large Audience to Hear Industry Outlook and OEM Perspectives

Greg Janicki, OESA

The Dec. 7, 2011, Automotive Public Relations Council (APRC) meeting drew a large group of public relations, communication and marketing professionals.

Kicking off the meeting was **Anthony Pratt**, director, forecasting, Polk, who provided an automotive industry outlook. **Pratt** presented a generally optimistic forecast, with a “soft landing” of the global economy. In the United States, Polk is forecasting a sales number of 13.7 million for 2012 with a slow rise to 16.1million by 2015. On the production side, Polk is projecting a 13.8 million market in 2012 with growth to 15.7 million by 2015.

Following **Pratt's** presentation was **Todd Nissen**, corporate and supplier communications manager, Ford Motor Company, who provided insight on how suppliers can work with Ford on public relations activities. **Nissen** spoke about Ford's focus on four main themes: safety, smart, green and quality.

Wrapping up the session was an open dialogue with **Rod Alberts**, executive director, Detroit Auto Dealers Association and **Joe Rohatynski**, Rohatynski PR Consulting, LLC. **Alberts** and **Rohatynski** provided council members insight on current activities surrounding the 2012 North American International Auto Show.

The meeting concluded with a lively forum discussion about best practices in marketing and communication.

The APRC mission is to create, develop and cultivate a network of integrated communications professionals who are dedicated to the advancement and image of the automotive industry, their professions and serving as a learning resource for the industry. For more information or to audit the next meeting, contact Jeff Laskowski at 248.952.6401 ext. 231 or jlaskowski@oesa.org.

About OESA Councils:

OESA provides forums for members to address issues of common concern through 13 peer group councils. Executives from OESA *regular member* companies in good standing may apply for council membership. Typically, eligibility requires the individual to be the top executive of the regular member company in the area of responsibility covered by the council. For more information, and to connect with the OESA staff members responsible for facilitation and management of the councils, visit the OESA website or contact Brenna McCann at 248.952.6401 ext. 226 or bmccann@oesa.org.

COUNCILS

CEC Focuses on Regulatory and Legislative Issues

Greg Janicki, OESA

The Nov. 16, 2011, Communication Executives Council (CEC) meeting focused on governmental issues with speakers highlighting activities at both the federal and state levels.

Ann McCulloch, director, external affairs, MEMA, presented an overview of the MEMA Washington office, the issues MEMA tracks, how to get involved and why to get involved. **McCulloch** asked the council to participate in the MEMA Priority Issue survey to help guide the DC office on what OESA members feel are most important. She also asked for updated company information (plant locations, number of employees) to update MEMA on where and how many people suppliers employ.

Mark Morante, senior vice president, policy, program administration and legislative affairs, MEDC, presented an overview of MEDC efforts to encourage investment in Michigan. **Morante** highlighted the reinventing of Michigan and economic gardening activities that the state is undertaking.

Following the presentations, members engaged in a roundtable discussion covering communication issues related to the coordination between corporate communication departments and human resources. Additional issues and topics such as corporate newsletter policies and practices and global communication issues were also discussed.

The Communication Executives Council is open to communication executives from OESA regular member companies. The council's purpose is to provide a forum for senior automotive communication executives to identify and address strategic issues, share best practices, recommend solutions and promote the welfare of the supplier industry by supporting the effective implementation of communication practices. For more information, contact Jeff Laskowski at 248.952.6401 ext. 231 or jlaskowski@oesa.org.

OESA Member Dues Reminder

2012 member dues were sent to the main member representative of each member company. **Regular members renewing before Jan. 31, 2012, may apply without charge for membership in a council that is new to that member company.**

Contact Brenna McCann with any questions regarding dues billing or complimentary council membership, 248.952.6401 ext. 226 or bmccann@oesa.org.

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Chief Financial Officers

Allen Campbell

CFO, Cooper-Standard Automotive

Chief Purchasing Officers

Bob McConahy

Vice President, Purchasing
Fluid Routing Solutions, Inc.

Communication Executives

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Vice President, Corporate Affairs, Marketing & Operations Support Group
Delphi Automotive LLP

Environment, Health and Safety

Hugh Allerton

Director, HSE, TRW Automotive

Glenn Howarth

Director, Environmental Services
Delphi Automotive LLP

Human Resources

Bernie Berrigan

Sr. Manager Global Employee Relations
Tenneco, Inc.

Legal Issues

Lisa Boulton

General Counsel
AGS Automotive Systems

Product Development

Bob Czarnowski

Director, Advanced Product Engineering
BorgWarner Inc.

OE Sales and Marketing

Gregg Rasmussen

Vice President, Car Business, N.A.
SKF Automotive, N.A.

Small and Medium Enterprise Presidents

Ron DiLiddo

President and COO, Jiffy-Tite Company, Inc.

Warranty Management

Michael Hirt

Manager, Warranty and Service Quality
ADAC Automotive

Automotive Public Relations

Kurt Ruecke

Director, Marketing and Communications
T-Systems North America

Automotive Technology Forum

no chairperson

COUNCILS

Warranty Management and Product Development Councils Hold Joint Meeting

Greg Janicki, OESA

On Dec. 8, 2011, the OESA Warranty Management and Product Development Councils held a joint meeting to discuss issues of common concern. The meeting featured presentations from OEMs and industry experts.

James Bruin, manager, warranty, Mopar SQ, supplier quality operations, purchasing and SQ, Chrysler Group LLC, kicked off the meeting by leading a discussion on how Chrysler can increase the use of CQI-14, Consumer-Centric Warranty Management guidelines with suppliers. [Note: For more information on the CQI-14, Consumer-Centric Warranty Management: Guideline for Industry Best Practices, please visit <http://www.aiag.org>.] Chrysler requires the CQI-14 self-assessment for its audit and is very eager to get more suppliers to deploy the process. As a follow up, OESA and Chrysler agreed to continue to find ways to increase the process usage through the supply base.

Joe Langley, senior analyst, North American Forecasts, LMC Automotive, provided an industry outlook. **Langley** noted that the short-term outlook is positive despite economic concerns with factors such as vehicle age, used vehicle pricing and stock, scrappage and improved export opportunities driving long-term growth. LMC is forecasting a 13.8 million production market for North America in 2012, growing to 16.5 million by 2016.

Following lunch, **Dave Sakata**, vice president, technology, Freudenberg-NOK, presented on Integrating Warranty Risk Management in the Product Development Process (APQP). Sakata shared insight on the how Freudenberg-NOK instills a process of proactive quality management in its product development process.

Carrie Majeske, manager, product sustainability planning and strategy, Ford Motor Company, then spoke about Ford's product sustainability priorities with a focus on the technology innovation pillars of "Green, Safe, Smart and Quality." **Majeske** also highlighted some of Ford's activities in sustainable materials, such as natural fibers, bio-based resins and soy.

Finally, the member roundtable provided an opportunity for council members to discuss critical issues facing their companies. Topics included the challenges of size and weight reduction targets on product development and the efforts of supplies to give visibility to warranty issues to other organization functions, such as product development and sales.

The Warranty Management Council and Product Development Council are open to senior executives or functional managers from OESA regular member companies responsible for warranty or the warranty process (Warranty Management); and managing or overseeing engineering, product development, innovation or new technology activities (Product Development). For more information regarding Warranty Management Council, contact Greg Janicki at 248.952.6401 ext. 245 or gjanicki@oesa.org. For information regarding the Product Development Council, contact Mike Shapiro at 248.952.6401 ext. 246 or mshapiro@oesa.org.

EVENTS

OESA to Address Federal Health Care Reform

Margaret Baxter, OESA

OESA will hold a briefing for automotive suppliers on the federal health care reform law (HCR) and implications for suppliers on Feb. 2, 2012. Many employers have been asking how HCR will help or hurt their efforts finding and retaining a solid workforce, and what the effect will be on the bottom line.

James S. McElya, executive chairman and CEO, Cooper Standard, will open the session and provide context for the health care reform law, and discuss its importance to Cooper Standard and the industry.

The balance of the meeting will be a discussion by **Michael J. Langan**, consultant, U.S. legislative and regulatory affairs, Towers Watson, to explore the HCR law and its likely effects. **Langan** will discuss:

- Scope of the law and timeline for implementation
- Employer-facing elements of HCR law
- Impact of key employer provisions
 - Health insurance market reforms (20 mandates; 2011/2014)
 - Play or pay employer mandate (2014)
 - Excise tax on high-cost plans
 - Assorted new levies and administrative burdens on employers
- Employer options: Spectrum of opportunities

OESA members and guests may register in the events section at <http://www.oesa.org>. For registration assistance, contact Felece Hickman at fhickman@oesa.org or 248.952.6401 ext. 237. For content information, contact Margaret Baxter at mbaxter@oesa.org or 248.952.6401 ext. 223.

Supporting Partner:

TOWERS WATSON 

OESA Legal Corner: How to Respond to a Grand Jury Subpoena

Michael Brady, Warner Norcross & Judd LLP

It is common knowledge that the U.S. Department of Justice is conducting an ever-expanding investigation into possible anti-trust violations among automotive suppliers. Numerous suppliers have already received Grand Jury Subpoenas for documents and information. How do you respond if your company is served with a subpoena? With the assistance of competent counsel, here are five steps you should take:

1. Immediately read the subpoena: Review the subpoena carefully. Resist the temptation to ignore this daunting document for even a few hours. It is important to promptly determine what documents and information the government is seeking.
2. Immediately preserve documents and electronically stored information: After your careful review of the subpoena, immediately preserve all electronic and paper documents that could be responsive to the subpoena. Moreover, all employees who may have responsive documents should receive a written notice not to destroy those documents.
3. Communicate with the government: Promptly communicate with the Department of Justice and establish a cooperative relationship. Among other things, the company should determine whether they are a "target" of the investigation, and what the scope of the subpoena is. It is also helpful to agree on what categories of documents will be produced, at what time, and in what format.
4. Conduct an internal investigation: The company should conduct a thorough internal investigation to determine where all responsive documents may be located and if any problematic conduct has occurred.
5. Plan for the costs: Take the necessary steps internally to plan for this time consuming and expensive process. Do not let the costs get in the way of doing what is necessary to comply with the subpoena.

Michael Brady is a partner in the Warner Norcross & Judd LLP's Southfield, Mich. office.

EVENTS

Ford Town Hall – ‘What a Year!’

Kathy Reiss, OESA

OESA hosted a members-only Ford Town Hall meeting on Dec. 13, 2011 with **Tony Brown**, group vice president, global purchasing and his executive team, sharing an overview of Ford Motor Company trials and accomplishments through 2011.

After **Brown** introduced his executive team, he began his remarks with, “What a year!” **Brown** then followed with an overview of the year’s supply chain interruptions caused by the Japan earthquake and tsunami, flooding in Thailand and the U.S., and individual plant fires. His conviction was strong that the industry cannot discount these disruptions as isolated “once in 50-year events,” because in some corner of the globe where the auto industry operates the 50-year clock has counted down. “This is now a way of life; we need to evaluate our global, complex supply chain with consistency of purpose,” **Brown** said.

Brown took the OESA members through an overview of Ford’s third quarter company financials, market share trends and progress on its 2011 corporate full-year plan. In discussing Ford’s purchasing objectives, **Brown** stressed that all Ford purchasing activities are driven to be consistent with Ford’s Aligned Business Framework with the final objective of promoting bilateral communication, transparency, collaboration and trust between Ford and its suppliers.

In discussing his 2012 outlook, **Brown** detailed the key opportunities and risks that are top of mind at Ford and Ford purchasing.

OPPORTUNITIES

- Ford Aligned Business Framework
- Scale benefits
- Complexity reduction
- Capacity utilization

RISKS

- Global economics
- Raw material market volatility
- Supply chain/vehicle capacity constraints
- Supply chain disruptions

Following **Brown’s** formal remarks, **Birgit Behrendt**, executive director, global programs and the Americas purchasing, **Burt Jordan**, executive director, global vehicle and powertrain purchasing, **Dave Velliky**, executive director, global supplier technical assistance and **Jeff Wellman**, executive director, facilities materials and services purchasing, business strategy and global purchasing information management systems, joined Brown on the stage. The Ford purchasing team took a wide range of questions from the 350 participating executives. Following the meeting, the additional 17 Ford executives in attendance spoke individually with suppliers. OESA greatly appreciates the commitment of the Ford executives to make this town hall a great success.

Neil De Koker, president and CEO, OESA, closed the meeting by thanking **Brown** and his executive team stating, “This has been a great year with many challenges; thank you Ford and OESA members for your continued support.”

A special thanks to Link Engineering Company, the event’s networking partner.

OESA welcomes member feedback. Members should address comments and suggestions to Dave Andrea at 248.952.6401 ext. 228 or dandrea@oesa.org.

EVENTS

IRN Survey Shows Suppliers Holding On to Gains; Careful Choices Needed Going Forward

Melissa Anderson, IRN Inc.

The results of IRN's 2011 survey on the dynamics of price reduction requests give cause for optimism as well as sounding a few cautionary notes. The survey covers the pricing and financial environment for automotive suppliers giving insight into the health of the industry and a context for the decision making of individual companies.

In each of 152 survey responses, suppliers described a typical experience in which a customer – either an OEM or Tier 1 – articulated an expectation of a price reduction on existing business during the year. The overall average annual request was the lowest it has been since 1997, the first year in which the survey was conducted – a 2.9 percent reduction in component price. The average had been as high as 6.3 percent in 2003, but the results for 2011 indicate a continued (and welcome) moderation on the part of customer demands.

Suppliers were conservative in the concessions that they agreed to make to their customers during the past year. The average annual reduction granted fell to 1.5 percent from 1.8 percent last year. The survey's highest percentage was 3.6 percent in 2003.

One of the reasons that IRN instituted this survey in 1997 was to gather data to guide clients who wanted to know, "If I say yes, will I get rewarded? If I say no, will my company be punished?" The survey data suggests that, while there are instances of benefits and repercussions, a punitive result is less likely than suppliers fear.

"You get seduced into believing you need to play because you will get hurt if you don't," said Kim Korth, president and owner of IRN. "There are examples of that, but the way you say no, and the degree to which you understand your competitive environment, really matter. The customers generally prefer to avoid all the costs associated with moving the business."

A concern arising out of the 2011 results was that nearly 40 percent of respondents said that the new business won in the past year is significantly less or somewhat less profitable than their current programs. Suppliers need to be careful not to rationalize taking on jobs that put them on a slippery slope toward an unsustainable business model. As vehicle demand and supply continue to increase, there are ample opportunities to enjoy profitable growth.

For more information and to obtain a copy of the report, please visit <http://www.think-irn.com>.

Is Your Sales Team Ready for 2012?

Jeff Laskowski, OESA

OESA, MERA and Gerry Weinberg & Associates hosted an executive sales management training seminar on Dec. 1, 2011. **Gerry Weinberg**, president, Gerry Weinberg & Associates, led attendees through an interactive sales training session focused on how to sell to aggressive, well-trained, price-conscious buyers.

Weinberg guided attendees on how to get more business, how to coach sales teams to achieve higher performance and how to focus on training and growing sales people to sell more. As one attendee stated, the session provided "great ideas and tips for many aspects of sales management."

For more information, contact Keiyania Mann at 248.952.6401 ext. 236 or kmann@oesa.org.

Supporting Partners:

GERRY WEINBERG & ASSOCIATES



EVENTS

Best-in-Class Tooling Management

Margaret Baxter, OESA

On Jan. 19, 2012, **Laurie Harbour**, president, Harbour Results, Inc., will discuss current tooling practices that drive cost, complexity and extended product development. At the half-day meeting, OESA and Harbour Results, Inc. will take an in-depth look at the state of tooling.

Supporting Partner:



Harbour will be joined by **Jack Kirby**, chief manufacturing engineer, interiors product line, Inteva Products. **Kirby** will discuss the role and responsibility of the Tier 1 in driving cost and complexity out of the tooling process, and share thoughts on ways that the Tier 1 can provide value to the customer, drive operational efficiencies at the Tier 1, and work with tool makers to provide information and support needed to optimize the tooling process. He will also address the operational impact of an optimized tool procurement process.

Joining **Harbour** and **Kirby** will be **Dan King**, COO, Riviera Tool, **Erin Hoffmann**, president, ArtiFlex, and **Brendan Wenzlik**, president, Prospect Mold. Speakers will provide case studies highlighting innovations in the tool making process, the drive toward a lean organization, behaviors that the OEM, the Tier 1 and the toolmaker can adopt to drive cost out of the tooling process, and best practices in low cost country sourcing.

The meeting will take place at the MSU Management Education Center in Troy, Mich. OESA members and guests may register in the events section at <http://www.oesa.org>. For registration assistance, contact Felece Hickman at fhickman@oesa.org or 248.952.6401 ext. 237. For content information, contact Margaret Baxter at mbaxter@oesa.org or 248.952.6401 ext. 223.

Mastering the Sales Process: From Contact to Contract

Jeff Laskowski, OESA

On Nov. 15, 2011, OESA hosted an executive sales management training seminar developed to transform thinking and prepare sales teams for today's price and terms negotiations.

Gerry Weinberg, president, Gerry Weinberg & Associates, a professional sales trainer, provided his sales advice on everything from first impressions, to why you should not simply respond to a RFQ, to what every sales person should do after every sales call. As one attendee commented, "Gerry was great! He reminded me that little things make a difference."

Tom VanderLaan, vice president, global automotive and hybrid sales, Remy International, Inc., provided his perspective on how he handles the sales process. **VanderLaan** noted that most suppliers underestimate the leverage they actually have and cited real-life examples of how he is able to gain an advantage in one area by having leverage in another.

Dan Sharkey, member, Brooks Wilkins Sharkey & Turco PLLC, whose practice focuses on automotive supply chain contracts and commercial issues, cited his legal perspective for simple solutions and insight to some of the most common supply chain issues.

Afterward, **Weinberg**, **VanderLaan** and **Sharkey** participated in a Q-and-A and interactive discussion with attendees. As another attendee noted of the half-day session "very informative information for someone just starting a career in sales like me, and also a great 'back-to-basics' refresher for those with years of experience."

For additional information, contact Glenn Stevens at 248.952.6401 ext. 225 or gstevens@oesa.org.

Supporting Partners:

GERRY WEINBERG & ASSOCIATES



JAPAN

OESA Visits Japan's Earthquake and Tsunami-Damaged Regions

Neil De Koker, OESA

When JETRO initiated a discussion with OESA about visiting Japan in November to tour the earthquake and tsunami damaged areas, I was immediately interested in participating. The stated purpose of the trip was to assess and report on the recovery efforts within the automotive supply chain. My own interest went beyond that. I wanted to hear the stories behind the rapid recovery in the automotive supply chain.

It was a well-publicized story in North America that the Japanese plants came back online faster than anyone initially forecasted -- but that did not happen on its own. No one had a contingency plan in place for the disruption of some 500 Japanese automotive assembly and parts plants. I wanted to see how the companies regrouped and recovered so quickly. I needed go and see in order to understand. So, in late November, Margaret Baxter and I made a detour on our way to Tokyo for previously scheduled meetings.

After arriving in Japan, Margaret and I landed at the Sendai airport. There is virtually no evidence of the tremendous damage the airport suffered a few months earlier. That airport was inundated by flood water and debris, and the high water mark stands at 3.02 meters.



The Japanese government initially believed the airport

might never re-open. However, it proved to be such a critical location for coordination of relief and recovery supplies and activities, that it was absolutely essential to re-open the airport to allow supplies to be flown in. Ultimately, with the help of U.S. armed forces, the airport re-opened to full operations on April 15.

The airport and its importance to the recovery of the Tohoku region is similar to the importance of recovering the many businesses, automotive and otherwise, that provide livelihoods for so many residents, and upon which so many other companies – customers and suppliers -- depend. Despite huge odds, these businesses HAD to be reopened as a way of healing the wounds left by the disaster. Returning to work helped the people recover.

I had several briefings by the automotive department of the Ministry of Economy, Trade and Industry (METI). Their status report had a great deal of details. Of the 91 production bases directly affected by the disaster:

- Ninety-three percent have completed their restoration and 80 percent are running at production levels exceeding their former levels.
- For those running below their pre-disaster levels, 70 percent intend to recover by year end.

Each supplier company we visited sustained physical damage to its facilities and showed us photos of the damage. The photos revealed buckled ceilings, desks swept clean of equipment which had fallen to the floor, turned over file drawers, collapsed roofs, buckled floors, equipment in total disarray and general scenes of chaos.

Continued on next page

JAPAN

OESA Visits Japan's Earthquake and Tsunami-Damaged Regions

Continued from last page

In the case of Iwaki Diecast, an entire factory was washed out to sea, leaving the base of a single press where the building had stood.

In the case of Alps Electric, the earthquake caused the ground to drop by several inches on the factory site – and the CNC and CMM equipment, although now back to normal operations, remain visibly askew in the plant as a result of the shaking.

As we toured the NOK factory, the only remaining sign of the disaster were the cracks in the cement floors that had been caused by the violent shaking of the earthquake.

Adding to the natural disaster was the ensuing lack of electricity, running water, access to communications and gasoline – both for emergency generators and for employees' personal vehicles. Each company had difficulty communicating with employees to let them know the status of the company and where and when to report to work. NOK resorted to using the Japanese postal service – or snail mail as we call it.

Each company showed us a timeline of their recovery efforts and indicated it was just a matter of *days* before some aspect of production was back up and running. Iwaki Diecast sent its proprietary molds to competitors so that they could help resume production and keep its customers supplied with parts. Alps Electronics moved entire machine assembly lines to a new location -- and then back again – within several weeks to assure continuity of parts production. NOK brought in huge power generators to run its facilities instead of waiting for the municipal electricity supply to be restored and hired busses normally used for tourism to shuttle employees in to work.

What remained constant at each company was a powerful drive toward recovery – a need to resume operations, a commitment to the customer, to employees and to the community to overcome the chaos and return to normal operations. This drive, and commitment to excellence in manufacturing, is the spirit of *monozukuri*. There was never any question about getting back to business as usual; rather it was how fast it could be done, and what obstacles needed to be overcome to achieve that goal.

What I did not hear at any point in my conversations were discussions of force majeure, the cost of individual company recovery, strained customer or supplier relations or resourcing by customers. All I heard was a commitment to resume operations. And with that singular purpose, these three suppliers and many others like them, found the route back to production. Not only did this allow customers to feel secure in their own operations, but it provided a stable environment for employees, many of whom had lost family members, friends and even their own homes and neighborhoods. It also provided a lifeline to lower tier suppliers, who, without customer operations, would quickly be at a standstill themselves.

Together these forces have allowed the Japanese companies and workers to continue to look toward the future and a return to normalcy.

Japan's manufacturing community will remain vibrant and responsive to its customers. The companies that were affected by the earthquake and tsunami bear the scars that will forever remind them of the disaster; however, they are eagerly looking forward to 2012 and to facing what opportunities and challenges lay ahead. The spirit of *monozukuri* is clearly a guiding force in the Tohoku region, and will allow the three companies I visited, and many others like them, to continue doing what they do best -- exemplifying excellence in manufacturing and meeting and exceeding customer expectations for cost, quality and delivery.

I continue to be in awe of the human spirit that comprises this great automotive industry of which we are all a part. My best wishes are extended to the Japanese people as they continue their progress in recovering from the great disaster of 2011.

SURVEYS

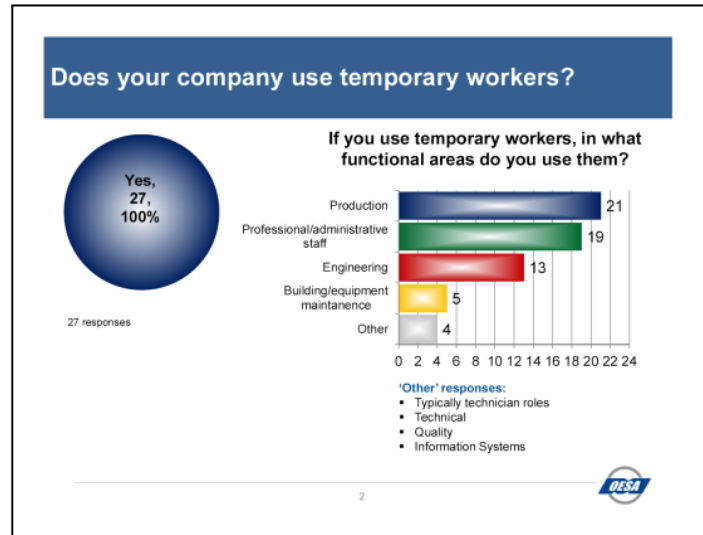
Use of Temporary Workers Popular with Suppliers

Kathy Reiss, OESA

Given the uncertain nature of automotive production volumes and personnel needs, the OESA Legal Issues and Human Resources councils jointly conducted a short survey on the use of temporary workers to support manufacturing activities.

“Temporary” was defined as an employee hired as a contractor through a third party agency for a limited time period and/or working on a specified project.

Of the 27 survey respondents, all indicated that temporary workers were used in some capacity within their organizations. The breakdown of functional areas is shown in the chart to the right with 78 percent using temporary employees in production activities, 70 percent in professional/administrative, 50 percent in engineering and a handful of temporary employees in building/equipment maintenance and other areas.



All respondents indicate a third-party agency is used to hire temporary workers with one-third of respondents having written policies governing the hiring and use of temporary workers. The majority of companies (56 percent) do not place time limits on the use of temporary workers. However, of the 11 that do have limits, all are less than one year in duration with seven of these being six months or less.

The staffing service providers play an important role in hiring, payroll, benefits and management of temporary employees. Companies leave many of the human resource related functions and activities of these personnel to the third-party agencies and work closely to ensure company policies and procedures are followed by all.

For additional information on OESA councils, please contact Michelle Maki for the Legal Issues Council at 248.952.6401 ext. 229 or mmaki@oesa.org and Karen Bohannon for the Human Resources Council at ext. 230 or kbohannon@oesa.org.

Kathy Reiss can be reached via e-mail at kreiss@oesa.org.

About OESA Surveys:

Membership surveys can be requested or suggested by an individual member of an OESA council. Staff then works to determine the target audience for the questionnaire, which might go to one council, several councils or another group within the OESA membership. All survey questions and results are reviewed by OESA legal counsel to ensure that OESA steers clear of potential antitrust issues. Compiled results are then shared with survey respondents.

LEGISLATIVE

2012 Legislative Summit to Feature Visits to Capitol Hill

Ann Wilson, MEMA

Don't miss your chance to remind lawmakers that motor vehicle parts manufacturers are one of the most important engines of economic growth in the United States. Attend the annual Legislative Summit in Washington, D.C. which will take place Feb. 29, 2012 – March 1, 2012.

Invited to be this year's Legislative Summit keynote speaker is the Honorable **John E. Bryson**, U.S. Secretary of Commerce. The Legislative Summit will also include a political update on the 2012 elections from **Stu Rothenberg**, editor and publisher of the Rothenberg Political Report, as well as a CEO roundtable discussion on the legislative and regulatory challenges facing motor vehicle parts suppliers. The Summit will also feature a presentation by **Jay Timmons**, president and CEO of the National Association of Manufacturers.

The Legislative Summit will again feature small group meetings with members of Congress, the very popular Congressional Reception and Supplier Fair (exhibit space available) and the presentation of the Joseph M. Magliochetti Industry Champion Award. Do not miss this valuable opportunity to tell Congress what is necessary to help the nation's largest manufacturing sector thrive.

For more information, visit <http://www.mema.org>. For registration assistance, contact Jana Zeigler at 202.312.9240 or jzeigler@mema.org.

MEMA's Washington Office Has Gone Digital

Ann McCulloch, MEMA

MEMA's Washington office now offers multiple social media platforms through which OESA members may quickly and easily access the most recent regulatory and legislative policy updates on issues important to the supplier industry. OESA members are encouraged to follow MEMA on Twitter at #MEMADC and Facebook, as well as through its *Supplier Spin Blog* available on MEMA's website. Please take a few minutes to "Follow Us" and to "Like Us" using these new tools.

This new social media presence will also help MEMA promote the supplier industry to outside audiences, particularly Congressional staff and the news media. Recently, MEMA sent a mailing to Capitol Hill informing the Congressional offices of its expanded online presence. Since then, MEMA has gained several Congressional offices, reporters and industry aficionados as followers on Twitter.

MEMA's Washington office is continuously looking for new and innovative ways of ensuring OESA members are kept abreast of the latest public policy issues, news and analysis affecting the supplier industry. For more information, or to offer any suggestions, please contact Ann McCulloch at 202.312.9242 or amcculloch@mema.org or Allison Finder at 202.312.9247 or afinder@mema.org.



GUEST COLUMN

Pushing the Panic Button: Why the Perceived Volt Fire Fiasco is an Industry Problem

Aaron Bragman, IHS Automotive

In recent weeks, it has come to light that there have been a handful of post-crash test vehicle fires with General Motors' new extended-range electric car, the Chevrolet Volt. At the time of this writing in mid-December, details were still being investigated by the U.S. National Highway Traffic Safety Administration (NHTSA) and GM, who by all accounts are working at a fevered pitch, hand-in-hand, to determine why one Volt's battery pack caught fire three weeks after it underwent an extreme side-impact test – a test that then involved putting the car on a rotisserie post-crash, rotating it upside-down to see if anything leaked, and then parking it in a lot for weeks, undisturbed, without draining its powerful lithium-ion battery of its stored charge. Three weeks after it was crashed, it caught fire. Subsequent attempts to duplicate the situation were unsuccessful for months, until GM crash-tested battery packs themselves, and was able to duplicate the fire in one instance. There have been no incidences of consumer problems, and surveys have shown Volt owners to be actually some of the most satisfied customers on the market.

Yet the media, which has been looking for an opportunity to connect electric cars to electric fires for a long time now, picked up on the fears of a public still largely ill-informed about the nature of electric cars. Any house fire that had a Volt or a Nissan LEAF in the garage was immediately front-page news, regardless of where in the country it occurred, in the odd chance that the car was the culprit. EVs are big black boxes, they do not work like normal automobiles do, and they may as well run on magic as electricity, for as much as the majority of the public understands their operation. That ignorance on a market-wide scale has shown up in the U.S. Congress as well, where the Volt crash test has now been used as a political tool by some to further bash "Government Motors" and the thus-far successful government rescue of the American auto industry. Proof can be found on right-wing commentator Rush Limbaugh's website, where the image of a Volt in flames is transposed with a modified Obama campaign logo.

And this, the irresponsible politicization and media-generated hysteria surrounding the very real engineering issue faced by the Volt, is extremely serious. It is serious in that its implications for our industry are potentially huge — the EV industry is still in its nascent infancy, and just about everything to do with EVs is still largely uncertain and unpredictable. What is the real public demand? What price is too pricey? What range is too short? How many seats does a successful EV require? All of these uncertainties were known well before questions began being raised by uninformed parties as to vehicle fire safety – now we can add those questions to the pile for EVs. Given the massive investment at the OEM and supplier level in this technology however, it is the industry's responsibility as much as GM's to become vocal about the realities of EVs, instead of allowing perpetuation of myths and fears. Realities such as the risk of dying in a fiery explosion in an EV versus a gasoline-powered vehicle (carrying 100 lbs. of liquid explosive) might be somewhat different. If our industry remains quiet, and allows ill-informed fear mongering to overtake the push toward electrification of the market, the effects will be widespread – and not just limited to General Motors.

Aaron Bragman can be contacted at Aaron.Bragman@ihs.com.

GUEST COLUMN

Managing Risk in an Era of Defined Pensions

Kevin House, Towers Watson

Hundreds of organizations have closed their pension plans to new employees or frozen benefits altogether, but limiting future benefits does nothing to mitigate the continuing financial exposure for benefits that have already been promised. Managing these risks takes planning and preparedness. The key is to be ready to take advantage of opportunities as funded status improves -- and be equally ready if conditions worsen.

Almost half of U.S. corporations that sponsor defined pension plans today still have them open and about 80 percent of the liabilities in corporate pension plans are associated with participants who are not continuing to earn benefits. In the automotive industry, OEMs and tier 1 suppliers have nearly a quarter trillion dollars of obligations for more than one million retirees. Financial market conditions can cause these obligations to change quickly, and large funding shortfalls could emerge.

In order to reduce risk, plan sponsors will need to assess what options are feasible. One option getting significant attention today from many plan sponsors is the use of lump sums.

Why Now?

There are continuing regulatory requirements about how well funded a plan must be to offer lump-sum payments, but as programs become better funded, it is an increasingly attractive option. The Pension Protection Act describes the basis upon which lump payments may be made. Prior rules required lump sums be calculated with a premium because the present value of these payments were determined using treasury yields. By 2012, the new law will permit companies to use corporate bond rates for these lump sum present value calculations, which is the same basis used to calculate program funding levels.

The elimination of this lump sum premium will allow more plan sponsors to provide the option to participants in a cost-neutral way. As an example, an organization can offer a 40-year-old employee who leaves the company a one-time payment in exchange for decades of future benefits. This ends years of future operating costs for the company, and it gives the former employee the power to manage his or her own portfolio.

Taking Action

The recent prolonged economic upheaval has made it very difficult. Stocks were strong four years ago and approximately half of pension programs were overfunded. Since then, economic conditions worsened and the risk of sponsoring defined benefit retirement plans became very apparent. The desire to do something to manage these risks grew significantly, but the ability of organizations to act fell. When retirement programs become poorly funded, there are regulatory and financial limits to taking significant action.

However, funded status is slowly improving and sponsors may soon be in a position to start making changes. It is for this reason that plan sponsors should start preparing today. Different options require different levels of preparation and those that are ready will be most able to act when conditions improve.

The first step is for management to achieve consensus about the approach it intends to use to respond to certain funding levels, which will typically be to establish objectives and triggers as part of a pension risk management plan. The next step is to determine the services required by that approach, set the investment, funding and settlement strategies and align them with the triggers and objectives determined in the first step.

Organizations need to understand the pieces of their program, work with stakeholders to gain consensus around objectives and create steps to monitor and execute the plan. There are no cookie-cutter solutions.

We expect to see considerable activity in the area over the next 12 months. Those who start the process now could have an advantage.

Kevin House, Towers Watson's Michigan offices retirement leader, can be contacted at 248.936.7420 or kevin.house@towerswatson.com

“JUST-IN-TIME” NEWS

GM's Reuss to Address Canada-U.S. Automotive Dinner on Feb. 16

Margaret Baxter, OESA

OESA and APMA are pleased to invite members and guests to the 24th Canada-U.S. Automotive Dinner on Feb. 16, 2012. OESA and APMA will partner with the Canadian Consulate General Detroit to organize the event.



The keynote address will be given by **Mark Reuss**, General Motors vice president and president, General Motors North America. **Reuss** will discuss General Motors' North American and international plans and share his thoughts on the importance of North America in the global automotive market and the importance of Canada and the U.S. as an automotive powerhouse.

This is a once-a-year opportunity for OESA members to meet with members of the Canadian automotive industry and enjoy an informal evening of networking. For a second time, the meeting is hosted by APMA, OESA and the Canadian Consulate General Detroit. This partnership allows the associations and the Consulate to advance cooperation between the U.S. and Canadian automotive supplier industries.

Individual tickets and tables of eight are available for purchase. Registration is available via <http://www.oesa.org>. For registration assistance, contact Felece Hickman at 248.952.6401 ext. 237 or fhickman@oesa.org.

Select partnership opportunities are still available. For partnership and event information, contact Margaret Baxter at 248.952.6401 ext. 223 or mbaxter@oesa.org.

Upcoming OESA Activities

Jan 10-12, 2012

OESA and IHS Automotive: 2012 NAIAS Vehicle Tours
Cobo Center
Detroit, Mich.

Jan. 10, 2012

OESA China Compensation and HR Update Webinar
Webinar Only

Jan. 11, 2012

OESA Chief Executive Officers Council Meeting*
Butzel Long
Detroit Marriott Renaissance Center
Detroit, Mich.

Jan. 19, 2012

OESA Best Practices in Tooling Production
MSU Management Education Center
Troy, Mich.

Jan 24, 2012

OESA Legal Issues Council Meeting*
Stout Risius Ross
Southfield, Mich.

Jan. 25

Chief Purchasing Officers Council*
The Baronette Renaissance Detroit-Nov
Novi, Mich.

Feb. 2, 2012

OESA Health Care Reform and Employer Implications
The Baronette Renaissance Detroit-Nov
Novi, Mich.

Feb. 2, 2012

OESA Human Resources Council Meeting*
The Baronette Renaissance Detroit-Nov
Novi, Mich.

Feb. 16, 2012

24th Annual Canada-U.S. Automotive Dinner
Auburn Hills Pontiac Marriott at Center Point
Pontiac, Mich.

**Open to council members and invited guests only.*