
The Webb Patterson Report

Labor Activity in the Automobile Industry

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The Foreign Invasion

“F”oreign cars” made their first significant invasion of American life about a half century ago. The Volkswagen Beetle burst on the US market in the early 1950s. It was inexpensive to buy, inexpensive to operate, dependable, easy to park, fun to drive, and required something of an adventurous spirit to maintain. Although gas consumption at less than one penny per mile was great, gas sold for 25 cents or less per gallon at the time.

The success of the “bug” began a foreign invasion of great magnitude. The entire concept of transportation has been evolving in every decade since the 1950s to the point that today even the concept of what is American is now completely blurred.

The second major phase of the foreign invasion came from Japan in the 1960s with the popularity of Toyota, Honda, and Datsun. It took just 20 more years for one of the foreign automakers to make the commitment that changed the industry forever.

Honda opened its Marysville, Ohio, plant in 1983, becoming the first foreign-owned company to build cars in America. Others followed, slowly at first, but with increasing frequency in the rural South where workers have a strong work ethic and many seem to believe that the term “organized labor” means the company softball team.

More than half the passenger vehicles sold in America today are import brands, and most of them are made in the US. Although the vehicles bear the logos of many foreign companies such as Honda, Toyota, Mercedes, BMW, and Nissan, they are being designed and engineered in the United States, challenging an almost century-old concept of what a domestic product is and, even more significant, what a domestic market is.

Shift to the South

As foreign-based manufacturers boost their North American production capacity by a projected 50% over the next four years, the changing perception of what is American also will force a very fundamental

shift of investment dollars, jobs, and supplier assets from the North to the South and from American-owned companies to companies with overseas ownership.

This shift to the South is not by accident, and the impact soon will make traditionally low-paying agri-economies a distant memory.

Perhaps one of the import carmakers eventually will adopt as a model logo the Chinese symbol of Yin/Yang: the teardrop shaped forms, one black and one white, that fit together to form a circle symbolizing how dark and light, or stillness and movement, fit together to form a whole made up of opposites.

This symbol would make sense in light of the good and the bad that has followed the domestic auto industry in the two decades since the first Honda rolled off the assembly line in Marysville. Honda built the plant to avoid high import duties on its popular Accord. The plant quickly demonstrated to American automakers the benefits of increased efficiency and flexibility.

US automakers followed suit with plants that were highly innovative, such as the Saturn facility in Tennessee. But US automakers have little hope of beating foreign-owned factories on costs unless they are able to innovate more quickly.

The group formerly known as the “Big Three”—Ford, GM, and Chrysler—cannot move as quickly as their foreign-owned competitors because of contract restrictions and long-term investments in aging plants that cannot be upgraded (partly because of labor agreements and restrictions). There should be no question that the foreign investors in America’s auto industry recognize this fact. That is why plant sites for the newcomers tend to be in the Deep South, a decided boon to the economic revitalization of states that have not rebounded from the loss of jobs in the early 1990s due to the impact of NAFTA.

The new car factories now employ about 50,000 workers, replacing thousands of jobs lost in textiles, steel, and other dying industries in the South. The billions of dollars invested by Honda, Toyota, Mercedes, BMW, Hyundai, and Nissan are raising wage and skill levels and pressuring states to improve educational standards.

“American Whim”

“What we are seeing today,” says one industry observer, “is a second wave of American whim, and it’s being played out to the consumer’s benefit.”

Here's what the commentator meant: The first foreign auto invasion came back in the 1960s and 1970s when Toyota, Datsun (Nissan), and Honda followed the lead of Volkswagen with small, inexpensive, fuel-efficient cars that swept through and took over the American car market right at the time of the oil crisis. An entire generation stopped considering American cars.

Ford, GM, and Chrysler fought back by instituting efficiency measures that eventually led to the loss of 150,000 jobs from 1979 through 1991. There were mixed effects. The domestic automakers saw profits rise dramatically, and the United Auto Workers cut some deals that are just now beginning to hurt. GM, for example, agreed to a no-layoff provision and chose to accept a bloated retirement agreement that is now draining cash.

But it wasn't efficiency alone that saved the domestics. Most of the credit should go to a strong economy during this period and the love affair Americans began with minivans, SUVs, and pickup trucks, all decidedly American concepts. By concentrating on this rapidly emerging market, the Big Three surrendered their car market to the import brands. Now, the foreign competitors are aiming squarely at the domestic SUV and minivan markets, taking more than seven points of market share in the past five years, reducing the American companies' share from 83.6% to 76.3% of the market.

The new Nissan plant in Mississippi will build more than 400,000 minivans, pickups, and SUVs.

War for the Transportation Dollar

The challenge is more than serious. At the beginning of the foreign invasion in the 1960s, GM owned almost 51% of the American market and was actually being studied for a government-ordered breakup. America's biggest carmaker has slipped to just over 28% of the market today, and each point of market loss represents a shift of \$4 billion in sales.

But this part of the picture is not as bleak as it may seem on the surface.

American automakers have reciprocated, not by becoming equally efficient, but by diversifying.

General Motors owns Saab and has a large stake in Isuzu, Suzuki, Subaru, Daewoo, and 20% of Fiat with an option to purchase the remaining 80% of the Italian automaker. Ford owns Mazda, Volvo, Jaguar,

Land Rover, and Aston Martin. DaimlerChrysler owns a controlling interest in Mitsubishi and 10% of Hyundai.

The next step has already begun in the war for the consumer's transportation dollar. The foreign investors have the initial edge, because they can pick where they want to build increasingly efficient factories, and they have chosen the South for several traditional reasons: cost, cost, and cost. This translates to available low-cost land, available low-cost labor, and available low-cost money, often government grants, with which to build more efficient operations.

Modular Manufacturing Techniques

Efficiency is the key to profits the American automakers cannot quite achieve. GM averaged 41 hours to assemble a vehicle in 1979. GM reduced this to just over 26 hours by 2001. GM just won UAW approval to build a super-efficient modular factory in Lansing, Michigan, that will produce new Cadillacs in just 17 hours, the same production time as Nissan's best plant in Smyrna, Tennessee. There may have been method in the UAW approval.

Modular manufacturing techniques are vital to the import carmakers' success, and the pre-assembly work is providing growth opportunities for US-based suppliers such as Delphi and Visteon. Delphi is a spinoff from GM, and Visteon is a Ford outgrowth. Delphi built its plant just five miles from the Mercedes plant in Alabama, and Visteon is building two plants to serve the Nissan facility in Mississippi. The UAW views these suppliers as a new route to organize the foreign suppliers as well as a way to gain new footholds in the Southern manufacturing community.

Impact on the South

In the eight years since NAFTA was enacted, Alabama alone lost 40,000 textile and apparel jobs. More than 63,000 people applied for just 1,500 jobs at the Mercedes plant when it opened in Vance, Alabama, in 1997. They were hungry for the \$25-per-hour jobs. The same scene took place in 1993 when BMW opened its Spartanburg, South Carolina, plant to build SUVs and the sports roadster. By the time the new Hyundai plant in Montgomery, Alabama, goes on line in three years, Alabama plants alone will be turning out 600,000 vehicles annually.

That represents 3.5% of the total US market.

But that is just a beginning of the economic impact on the South.

For each job created by these "foreign" automakers, an additional 5.5 jobs are created in supplier factories or elsewhere in the community where the highly paid factory workers spend more at restaurants and stores and for other local services. Even this impact is growing. A decade ago, only 4.5 satellite jobs were created by each assembly job.

Strong Resistance

The import automakers traditionally resist organization, and that resistance is strong. Workers at the Mercedes plant in Alabama now make 7 cents per hour more than UAW workers at Chrysler. That raise came when the UAW tried to organize the Vance, Alabama, plant, and Mercedes replied with a big salary boost.

Mercedes won the election.

The lack of UAW success at import carmaker plants is not due to a lack of effort on the part of the UAW.

In 1999, one year after Daimler Benz' purchase of Chrysler Corp., the UAW tried to leverage national contract talks at Chrysler to pressure Mercedes to drop its resistance to organizing activity.

The UAW failed.

Nissan's Smyrna workers recently voted 2-1 against UAW representation for the fourth time in a dozen years.

The success of foreign-based manufacturers also bodes ill for UAW organization, which traditionally offers wage and work incentives to gain votes. The 17 import factories already have announced plans to boost production by almost 50% over the next three years and add 10,000 workers.

Wages start at an average of \$14 an hour and reach the industry standard of \$25 per hour for assembly workers. This is prosperity and job security that displaced Southern textile and steel workers have never seen.

The pressure is now on, according to industry watchers, and the next couple of years could be critical. The UAW is not likely to continue to have the clout to force responses like the one at Mercedes in Alabama if the UAW does not grow. The UAW continues to lose jobs at the Big Three, and the US auto market cannot grow fast enough to absorb all the new production capacity coming on line. The UAW membership declined 60% (420,000 jobs) from 1979 through 2001.

"The union is at a critical point," according to UAW organizing Vice President

Bob King. "We really have to greatly expand our organizing successes."

Those successes are unlikely to come from existing domestic auto factories, and the likely opportunities for the UAW have a traditional resistance to organization.

UAW Influence

Each transplant factory that opens forces the closing of a less efficient one, and that means a domestic (and usually UAW) plant. Ford plans to close five US factories and downsize at least 20 more by 2005. Chrysler already has cut production 15% at most of its North American plants by eliminating shifts. GM was prevented by UAW contractual provisos from laying off workers, so many were given retirement packages. GM now is struggling to meet obligations of billions of dollars to under-funded retirement and health coffers and will have to close underutilized factories.

This means a special interest in facilities like the new Nissan plant in Smyrna, Tennessee, and the soon-to-open Canton, Mississippi, Nissan plant as well as the suppliers like Visteon that will be springing up in neighboring communities to support the automakers.

It will not be an easy road for the UAW, according to industry watchers and students of the labor movement in the South.

One consultant in Jackson, Mississippi, who specializes in siting facilities for the auto industry says a lack of UAW influence is a basic requirement for locating a foreign-owned auto plant in the US. Many foreign automakers will even place a 60-mile separation limit between their potential sites and any organized factory.

This appears to be exactly the target UAW organizing Vice President Bob King was talking about when he referred to expansion.

Suppliers Take Note

The largely non-UAW suppliers have a pool of 500,000 available workers. The first hit and first success came in June 2002, just hours after UAW President Ronald Gettelfinger was sworn in. Four Johnson Controls, Inc., factories were shut down for two days. Workers lost little income, but General Motors and Chrysler had to stop production of the popular Chevy Trailblazer and Jeep Liberty SUVs. The two automakers leaned on JCI, and the UAW got one of its biggest breakthroughs in decades: a \$6 per hour wage increase and a JCI promise not to interfere

with organizing efforts among 8,000 workers at 26 other JCI plants.

The UAW already has announced plans to replicate the strategy at other auto parts makers.

Suppliers such as Delphi, Visteon, Dana, Magna International, and TRW should take note: the strategy was developed several years ago and pushed unsuccessfully until this past June by Bob King.

Mississippi Take Note

The South has been a major beneficiary of the influx of car factories in recent years with major plants now in place in Kentucky, Alabama, Tennessee, and South Carolina. Mississippi is the next beneficiary.

Mississippi is likely to become the next major UAW battlefield with Nissan's new plant scheduled to go on line in less than 12 months and at least two supplier plants already announced to support Nissan.

The UAW has been singularly unsuccessful in the Deep South. The candidate probably will be one or both of the new Visteon plants that will supply dashboard assemblies for Nissan's Canton assembly facility.

Targeting the Suppliers

The strategy is not complicated. Suppliers like Visteon, Delphi, and others locate plants only a few miles from the final assembly plant. The Delphi facility in Alabama is only five miles from the Mercedes assembly plant it serves. Every two and one half minutes, Delphi gets an electronic signal from the Mercedes factory telling them what color dashboard panel to build next and what features to include. The finished modules are sent in small batches to the plant where they are installed within minutes with no storage time and no down time on the assembly line.

By targeting the suppliers, the UAW hopes to gain much-needed membership and stop the decades-long slide in the UAW's core. More than half the 80,000 new members enrolled in the UAW since 1998 are not even in the auto industry. The UAW represents only 20% of all parts workers and none at assembly plants run by foreign carmakers.

When Nissan's Canton, Mississippi, plant comes on line in the summer of 2003, the UAW will not be far behind. Despite the UAW's inability to break into Nissan in Tennessee, the clash is virtually inevitable, and it will come sooner rather than later. And it may begin

at Nissan's nearby supplier, Visteon.

Wages probably will not be the primary issue. Suppliers could offer a starting wage of \$14 per hour, and a \$25 per hour level is conceivable. This level income can create inflation on payday in many workers' neighborhoods.

The key pressure points may be political and intangible factors rather than money.

The availability of workers is not a question in Mississippi or any other southern state. The availability of qualified workers could be.

"Numbers Mean Nothing"

The Mississippi Development Authority commissioned a report in February 2002 on the work force in central Mississippi. The report includes the locations of the Nissan facility and its Visteon supplier plants. According to the report, a manufacturing facility in the 15 counties surveyed could attract qualified workers—skilled, experienced, and educated to perform at a specified level to earn \$7 to more than \$25 per hour.

The pool of workers included 15,000 unemployed, 68,400 underemployed, and an additional 25,000 not working nor seeking work but who would reenter the workforce for the proper job. The report concentrated on the 68,400 population as the prime source of workers who have the skills, education, and desire to seek the type jobs offered by Visteon and Nissan.

The numbers may look great, but the study was flawed, according to the director of industrial training at one large Mississippi institution.

"Nissan already knows from their Smyrna experience that numbers mean nothing when it comes to actually filling positions. Based on the number of jobs open, Nissan said they expected to get at least 140,000 applications by April 1, 2001. They had received one-third that number by July 2002.

"It is true a number of underemployed workers are in the area that will support Nissan. But not all of them will be acceptable candidates, either to Nissan or to its suppliers, because of previous work record, appearance, willingness to retrain, dependability, and other factors.

"Nissan says they will hire up to 600 maintenance mechanics, and they have \$90 million to train those up to the skills they want. And if they can't hire them from the available labor pool, they will pull them from their suppliers, who have no hold on skilled

workers who want to move up," the consultant said.

He also said probably few if any of the underemployed or unemployed would qualify for Visteon jobs based on their irregular work history, attitude, and lack of desire to retrain.

Recent statistics showed that 52 manufacturing plants closed in 2001 in Mississippi, idling 8,460 skilled or semiskilled workers. An additional 25 plants closed the first six months of 2002, putting an additional 5,000 workers on the street.

The state's rapid response training force was available to each of the factories to provide retraining for displaced workers. Less than 20% of those eligible took advantage of the training in order to get a job or a better job.

Many of the workers who did not elect retraining were listed in the report as available, but they are not seeking reemployment for a variety of reasons that may make them unacceptable to Nissan and Visteon.

Nissan likely will have more than 5,000 workers when the plant opens in April 2003, and they could need more almost immediately due to a projected plant expansion. The Mississippi legislature in June 2002 met in emergency session for approximately one hour and approved more than \$67 million to expand the still-under-construction facility in order to accommodate production of the Altima model.

"Race Always Plays a Role"

Based on the history of Nissan's opposition to organization in Tennessee and the UAW's almost desperate need to make some kind of penetration into the foreign-owned auto manufacturing industry, the stage is set for confrontation, and there are many questions that soon must be answered by both the UAW and the potential targets.

The major categories tend to fall along a well-established line that includes history, race, and the way things are done in the Deep South.

"Race will definitely be an issue in any union attempt. Race always plays a role, whether it is a mixed work force or a mixed community," says a legislative advisor to one Mississippi elected official.

Human resources experts across the country who are looking at the developments in the South echo this sentiment. It also was mentioned by economic development experts ("Of course. It is not a legitimate factor, but

it plays a role in everything in Mississippi."), bankers ("Race is a factor in every business decision made in this state."), labor attorneys ("Absolutely, if the demographics of the plant follow the Mississippi Delta patterns."), union organizers ("This is the South we are discussing, and it could be a factor."), and newspaper reporters and editors in various Mississippi towns ("Everything in Holmes County is about race. We don't have a lot of surface dissent, but the race card will be played, and it will be a factor.").

"Treat Workers as People"

If this is all correct, what chance does the UAW have to break into the auto industry either directly at the Nissan plant or indirectly through its suppliers?

A knowledgeable reporter who writes about the central Mississippi area believes the UAW could establish itself for reasons external to the affected locations.

"A lot of the citizens of this area have relatives who work in Detroit and Des Moines, and they have seen the benefits and heard anecdotal stories that sound positive. Those who have been laid off at manufacturing plants are especially vulnerable to the job security argument by the UAW.

"On the other side of the picture, most of these people are very, very hungry for a job that pays well, and they will go along with what the company says. Most residents either worked for or had a relative who worked for Fleetwood Homes, a major manufactured housing company in Holmes County. The union tried several times to organize the work force, and the question was not money. The arguments were about working conditions. No arbitration, no complaint system, and everyone felt subservient to the company. The general feeling around here is that if a person worked for Fleetwood and supported the union organizing efforts, he or she will not be connected with Nissan in any way," the reporter said.

"Fleetwood thought they could buy workers with money alone because there was no competition. They were the only major employer in the entire county. They learned they couldn't buy them forever. They forgot to treat the workers as people, and they eventually lost. Both sides lost. The company shut down, and many of the workers are still unemployed.

"A company can have a successful open shop in central Mississippi. But they have to realize it will stay open only so long as they treat the workers right. I don't mean

lavish them with benefits. We're not used to that here. I mean treat them with respect for their abilities and show them their work is appreciated," the reporter concluded.

Plantation Mentality

That sentiment was echoed in one form or another by many observers across the country.

"Plantation mentality has remained active in Mississippi for more than a century," said one state official. "That plantation mentality remains strong, even though it may be just under the surface. In today's corporate work force, it has come to indicate an attitude that workers are there just to work. It indicates a lack of understanding of the human aspects of a work force. This factor could be a key to success in understanding how a union could be successful here."

One of the human resources experts who looked at the Nissan/Visteon challenge coined a new version of the plantation mentality definition—"cerebral halitosis or stinking thinking."

All observers agree: the UAW must make a run at organizing an import plant, and Mississippi's Nissan or supporting facilities would be a prime target.

A top UAW official recently gave a clue to the most likely target.

"Employers locating in the South are resistant to organization," he said, "and most of these are foreign based. Most of these decisions are made because the area is union resistant and partly because most workers are simply not exposed to unions. We met ferocious opposition in our campaign last year at Nissan in Tennessee. Our good relationships with Ford, Chrysler, and GM have led to extending partnerships to their supplier plants. I would love to hear a signal from Nissan that they would work with us."

Visteon Not an Easy Target

A possible hesitation to go directly after Nissan again may indicate a new strategy in the UAW's almost desperate attempt to gain a foothold in a source for new membership. Previous indicators already point toward the suppliers as a source of UAW membership candidates, and experience has clearly shown that Nissan's opposition to the UAW was hard fought and successfully fought at the Smyrna plant. The likely candidate over the next 24 months may well be the Visteon supplier with plants on the campus of Nissan's Canton, Mississippi,

complex and a second one at nearby Durant. Visteon will not be an easy target.

Keeping Workers Content

Virtually all sources close to the Mississippi labor market who provided input for this study agree a company's weakness in regard to organized labor will center around how employees are treated more than on money alone. A sample of the suggestions on how to keep workers content:

- "Companies must make certain they have adequate policies and procedures in place so the workers not only are being treated fairly, but that they also perceive they are being treated well." (Labor attorney)

- "Employers must make certain they keep communications channels open and make sure supervisors get regular training to develop relationships that allow for good two-way communications. This will earn the right to manage in a union-free environment." (National human resources consultant)

- "Management must begin day one by treating all levels of workers with respect. They must tell them what is expected of both management and labor, and they must be honest with the work force on all issues." (Economic development consultant)

- "Ensure each employee has an opportunity to feel 'valuable' to the company and ensure that each person's compensation is equitable within the peer group." (Local bank president)

- "Good communications is the key to management success. Workers in every campaign I have been involved in believe management is getting all the gravy and living off the work of the employees. Information sharing, honest information sharing usually makes allies of contentious workers." (Labor attorney)

- "Treat them well. Pay them fairly and provide good benefits." (Spokesman for elected official who represents the area)

- "Stick to the basics of positive employee relations. Supervisors have to be trained in positive relationships and trained to understand why employees turn to unions. And they have to be trained to avoid the TIPS' pitfalls of threaten, interrogate, promise, and surveillance." (National human resources consultant)

- "Rising health insurance is a major issue. Most employers have experienced double-digit increases in recent years and have had to pass along some of the increase to employees. This is a particularly hot issue with the UAW; and they can credibly make the claim that they have forced the Big Three

to hold the line on passing increases to employees.” (Labor attorney)

- “Working conditions. Health and safety issues. Workplace issues, such as job assignments and seniority. Places where good jobs replace no jobs at all, the issues will be intangibles.” (National labor organizer)

- “Retirement benefits. Given the horror stories from the collapse of Enron and other companies, unions will promote the benefits of a ‘guaranteed’ union pension over the market-dependent 401 (k) savings plans offered by most employers. The union’s argument here may be weakened by GM’s experience when they provided retirement rather than lay off workers, and it has come back to eat away at their profits. Having to make a cash infusion to keep the retirement fund healthy virtually eliminated the good year GM experienced in 2001.” (Labor attorney)

- “Communications, especially providing workers with effective outlets to discuss work-related concerns with appropriate members of management. A formal grievance procedure is not usually enough. A working two-way communications channel is the key. Management must take the initiative and ask employees ‘what’s on your mind’ for the system to work.” (Labor attorney)

- “If a company wants to have an open shop here, they can do it and do it successfully. But they have to realize it will stay open only so long as they treat workers right. We’re not used to lavish benefits here. I mean treat them with some respect for their abilities and show them their work is appreciated.” (Local Mississippi newspaper editor)

Visteon’s Attitude

If Nissan is viewed as a hard-line opponent to UAW organization, Visteon should not be considered an easy target. Visteon already does many of the “right” things mentioned above.

Visteon became a separate company from Ford in 1997, although the company traces its lineage as a parts supplier back almost 100 years. The company currently has more than 80,000 employees at 180 technical, manufacturing, sales, and service facilities in 25 countries and posted global sales revenue of almost \$18 billion in 2001.

Visteon is one of the largest automotive suppliers in the world, providing parts and unified systems to the 19 largest vehicle manufacturers in the world.

Visteon manufactures as much as

40 percent of certain major brand vehicles as well as component parts.

That represents the size and importance of Visteon. But how about the attitude of the company? What will be the day-to-day work environment for Mississippi workers at Durant and Canton?

Part of the answer is in the corporate mission statement: “...delivering systems solutions that help our customers exceed their goals, are safe and environmentally responsible, and distinguish Visteon as the supplier, employer, and community citizen of choice.”

The company further defines this part of the mission statement by saying, “our mission is to be the community citizen of choice by providing employees with the resources necessary to make a positive contribution in the areas where they work and live.”

Visteon’s commitment began with creation of the Visteon Fund in 1999 to enrich the lives of children and improve the environment, both important areas of concern to workers who have families and who are long-time residents of the area where they work. A unique characteristic of the fund is the structure of what is called the “See the Possibilities®” team concept. Visteon employees from all levels work together to make decisions about how resources provided by the company will be allocated within their local community. By supporting local, community-based organizations, the company and its employees share in the decisions on how to use Visteon resources to improve conditions in which the workers live.

The commitment is not insignificant. One team made a \$30,000 contribution May 24 to a local children’s cancer support group. Also in May, one employee group planted trees to beautify their community. Another voted to support a series of local charities with significant contributions.

Summary

Both Nissan and its suppliers such as Visteon and those who follow will be moving into what is best described as an economic wasteland where almost any job beats no job at all. In this environment, the companies will find themselves able to pick and choose the best applicants for available jobs. One unknown challenge is whether they can find sufficient qualified and motivated applicants to fill the openings. Another challenge will be to find skilled replacements in the local market. Eventually

the jobs will attract skilled and trained applicants from beyond the local market.

Most observers agree the Mississippi location was chosen because of cheap labor and the likelihood of remaining UAW-free. Nissan seems committed to fighting UAW incursions, and the first major supplier appears from the start to be doing all the things that labor organizers promise to give workers.

The labor situation in Mississippi's fledgling auto industry appears to be getting off to a peaceful start. And a host of hungry young workers in the Deep South may soon find not only a good job but also a real career in the auto industry right in their own backyard.

But Mississippi's tranquil facade could fade quickly as the state becomes a battleground for the loyalty of its workers. That loyalty will be challenged by UAW promises to fix whatever is perceived to be broken. The workers will be challenged by management to believe that nothing is broken, damaged, bent, or even scratched that can't be made better by cooperation.

The phrase "long, hot summer" could have new meaning in Mississippi very soon.

This white paper on the developing potential for labor activity in the automobile industry in the Deep South was prepared by Webb Patterson Communications, Inc., for the private use of our clients and associates. It is intended to be a publication of general use in understanding an important aspect of the business environment that generally has not been covered in depth by the mainstream news media. For more information on this subject, or to learn how to create and manage a successful communications program, please contact Webb Patterson Communications, 112 West Parrish Street, Durham, NC 27701. Telephone (919) 680-6111. Or, visit us online at www.webbpatterson.com.