



VICTOR - CHICAGO

1909	VICTOR FOUNDED
1920	CHICAGO PLANT OPENED
1929	PLANT 2 BUILT
1966	DANA ACQUIRES VICTOR
1967	ROBINSON PLANT CHURUBUSCO OIL SEALS CHURUBUSCO DISTR. CNTR
1974	HAVANA PLANT
1979	LISLE TECH CENTER
1980	HAVANA CLOSED
1983	CHURUBUSCO CLOSED
1988	DANVILLE PLANT

VPD-189-0000503

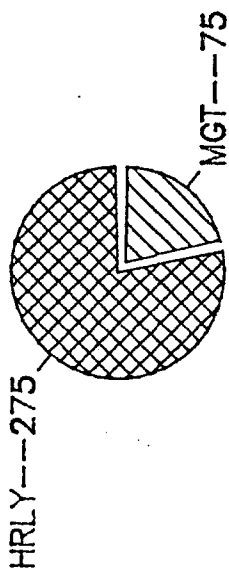
DANA-050



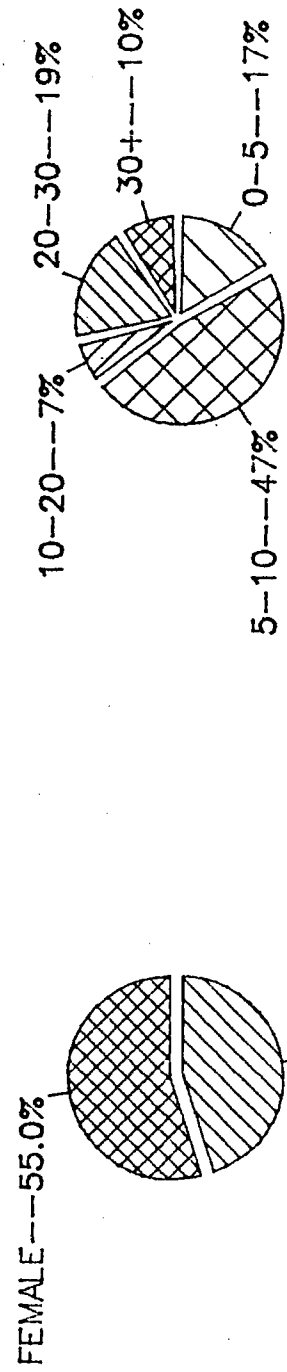
VICTOR — CHICAGO

SIZE	500,000 Sq. Ft.
EMPLOYMENT	275 Hourly 75 Mgt.
UNION	U.A.W.
PRODUCT LINE	Hard Gaskets — * Head Gaskets * Manifold Gaskets
CUSTOMERS	Dana Caterpillar G.M. John Deere Outboard Marine J.I. Case U.S. Marine
SALES	\$60 Million

VICTOR--CHICAGO PROFILE



HOURLY & MANAGEMENT



SEX YEARS OF SERVICE



VICTOR – CHICAGO

GOAL = SURVIVAL

OBJECTIVE = CONTINUOUS IMPROVEMENT
WHILE DOWNSIZING

STRATEGY = MANUFACTURING CELLS

ACTION PLANS

- MANUFACTURING
- TOTAL QUALITY
- PEOPLE
- DOWNSIZING
- FINANCIAL PERFORMANCE



VICTOR - CHICAGO

I. MANUFACTURING

- MRP
- Cellularization
- Visual Management
- Engineering Ties
- E.P.A.

II. TOTAL QUALITY

- Action Team
- Raw Materials
- Training
- P.P.M.
- Lot Control



VICTOR – CHICAGO

III. PEOPLE

- Scanlon & E.I.M.
- Negotiations
- Safety
- Education
- LISTEN AND COMMUNICATE!

IV. DOWNSIZING

- Balancing
- Disposal of Assets
- Support Danville



VICTOR - CHICAGO

V. FINANCIAL PERFORMANCE

- Costs by Cell
- Inventory Reduction
- Plant Performance
- Visual Management