

AUTOMOTIVE NEWS ALL-STARS

Fiat/Chrysler CEO Marchionne is Industry Leader of the Year

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Sergio Marchionne celebrated two big events last month: June 1 was his fifth anniversary as Fiat S.p.A. CEO and on June 17 he turned 57. Oh, and between those two dates, he was named CEO of a reborn Chrysler.

Over the past year, Marchionne has been the most vocal, visible and successful agent of change inside the automotive industry. His audacity and pedal-to-the-metal approach to reshaping the industry has made him *Automotive News*' Industry Leader of the Year for 2009.

Seven months ago, Marchionne gave a hint of what was to come. In an interview with *Automotive News Europe*, he issued a stark warning to the world's automakers: Grow or fail. Said Marchionne: "We need to

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bring people around the table and say: 'Look, guys, the party is over. Somebody called our bluff, and we're not all going to make it, so let's fix it.' It may be painful. It may be ugly. But if we want to do the right thing for this industry, let's do it now."

Marchionne thinks that in the next 18 months, only five or six global players will survive the current crisis. He wants Fiat to be one of them.

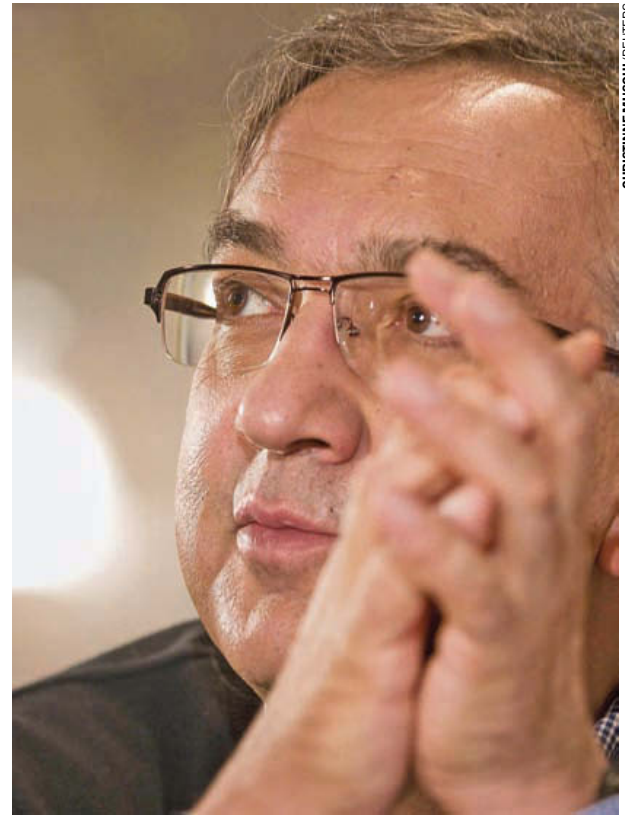
The only way to have a future, Marchionne says, is to increase unit sales to about 5.5 million to 6 million a year, with 1 million of those built on common vehicle architectures.

Marchionne then turned words into action.

In January, Fiat proposed a takeover of struggling Chrysler LLC. By early June, after an astoundingly quick period in Chapter 11 bankruptcy protection, Chrysler Group LLC emerged, owned 20 percent by Fiat. Marchionne is Chrysler's CEO.

A bid for General Motors' Opel and Vauxhall brands in Europe so far has been stymied, leaving Marchionne halfway to his goal — this year Fiat and Chrysler will build about 3 million units. But he is not done yet.

The German government says the Opel deal has not been completed, and anything could happen. Marchionne and Fiat still may have a chance to create Europe's second-largest automaker behind Volkswagen AG. **AN**



CHRISTINNE MÜSCH/REUTERS

CEO — EUROPE

Sergio Marchionne

CEO, Fiat S.p.A., Fiat Group Automobiles S.p.A. and Chrysler Group LLC

Altering the landscape

In January, Fiat proposed a takeover of Chrysler LLC. In March, President Barack Obama's automotive task force approved the move. After a quick, surgical bankruptcy, Chrysler Group LLC emerged in early June. Fiat has a controlling 20 percent stake in the reborn automaker. In six months, Marchionne, 57, had altered the landscape of auto markets from the United States to Europe to Brazil.



SALES

Tim Colbeck

Vice president of sales, Subaru of America

Up? Yes, up

Colbeck steered Subaru's sales network to a striking feat in a disastrous year. It was the only mainstream company to increase U.S. sales, up 0.3 percent. It gained share, too, riding the strength of the new Impreza and Forester. Sales of the redesigned Forester shot up 36.4 percent. Impreza sales gained 6.0 percent. And Colbeck kept incentives to a minimum.



INFORMATION TECHNOLOGY

John Holt

CEO, Cobalt Group Inc.

Tapping IT to move the metal

Holt, a persistent advocate of online marketing, has pushed and prodded partner General Motors and its dealers to make corporate, regional and dealer marketing programs work together. As dealers increasingly switch to Internet sales and marketing, they're finding that Holt's guidance pays off.



CEO — NORTH AMERICA

Alan Mulally

CEO, Ford Motor Co.

Above the Chapter 11 fray

Mulally has kept his vision for One Ford rolling along without a federal handout. After the Detroit 3 CEOs were roughed up in congressional hearings last fall, Mulally could go it alone, unbowed. Ford has cut costs, developed new products and worked to consolidate dealerships without going into Chapter 11. But the best part: Insiders say Mulally has changed Ford's culture.



CEO — ASIA

Takeo Fukui

CEO, Honda Motor Co.

Ending on a high note

Takeo Fukui, who stepped down as Honda's CEO this year, ended his career on a high note. He was one of the few auto CEOs to deliver a profit last year and to promise continued black ink this year. Fukui stuck to the basics of doing a lot with a little and wasn't afraid to cut cherished programs like Formula One racing to balance his budget. He successfully immunized Honda against big-company disease and challenged domestic archrival Toyota in the hybrid segment by rolling out the low-priced Insight.