

ESTTA Tracking number: **ESTTA290234**

Filing date: **06/17/2009**

IN THE UNITED STATES PATENT AND TRADEMARK OFFICE
BEFORE THE TRADEMARK TRIAL AND APPEAL BOARD

Proceeding	91176791
Party	Defendant MATTEL, INC.
Correspondence Address	Lawrence Y. Iser, Esq. Kinsella Weitzman Iser Kump & Aldisert LLP 808 Wilshire Blvd., Suite 300 Santa Monica, CA 90401 UNITED STATES CFitzgerald@kwikalaw.com
Submission	Defendant's Notice of Reliance
Filer's Name	Chad R. Fitzgerald
Filer's e-mail	cfitzgerald@kwikalaw.com
Signature	/crf/
Date	06/17/2009
Attachments	Applicants Notice of Reliance re Printed Publications Vol. 4.pdf (70 pages) (5421284 bytes)

**IN THE UNITED STATES PATENT AND TRADEMARK OFFICE
BEFORE THE TRADEMARK TRIAL AND APPEAL BOARD**

In the matter of Application Serial No. 78/751,105
Published for Opposition in the OFFICIAL GAZETTE on December 12, 2006.

UMG RECORDINGS, INC.

Opposition No.: 91176791

Opposer

v.

MATTEL, INC.

Applicant

APPLICANT'S NOTICE OF RELIANCE RE: PRINTED PUBLICATIONS

Vol. 4 of 7



Become a Club Member!

Help support Motown Muscle!

Club Membership entitles you to sponsor discounts and special pricing for club events.

Only \$25/year

Please [click here](#) to apply today.

Motown Muscle Merchandise available soon!

Links to Other Sites

[camaroZ28.com](#)
Forums | MI Section

[corral.net](#)
Forums | Lounge

[corvetteforum](#)
Forums | GL Section

[LS1.com](#)
Forums | GL Section

[LS1tech.com](#)
Forums | Lounge

[mustangworks](#)
Forums | Lounge

[racewindsor.com](#)
Forums

[SEMA Action Network](#)

[St. Thomas Dragway](#)

[superstallions](#)
Forums | Lounge

[turbobuick.com](#)
Forums | GL Section

Legend:

- GL = Great Lakes
- MI = Michigan
- Msg = Message

Welcome to Motown Muscle



Click our logo to order

Who and what is Motown Muscle?

Motown Muscle was started by a small but dedicated group of car enthusiasts as an alternative to the traditional car club. Our focus is on using our vehicles for what they were intended for, performance for both the street and the track.

That doesn't mean that if your not driving the fastest thing on earth that this is not the place for you. Performance is not only measured at the extreme's but also by maximizing what you have available to you. You don't have to have the neighborhood barn burner to come out and have a good time, learn your car, and increase your skills.

Building a good performance car relies on a few things, knowledge, know how, and of course money. The first two are more important than the third, but it doesn't hurt to apply all three. We have members with many different makes of vehicles so there is a wide range of knowledge available. This will allow you to focus on parts and combos that are proven to work. Learn from other members, and then use Club Member discounts to purchase parts from our sponsors.

Ads by Goooooogle

Used Muscle Car For Sale

Searching for used cars for sale? See our used cars for sale guide. [Real-Used-Cars-For-Sale.info](#)

Drag Racing Engines

Bracket Racing to Heads- Up classes Dyno tested- Compare Prices Call us [www.DynoFlo.com](#)

Drag Car Ringtone

Send this ringtone to your phone right now! [RingRingMobile.com](#)

LA Area Ford Dealer

View our huge inventory of new and used Ford cars and trucks Norco, CA [www.HemborgFord.com](#)

Advertise on this site

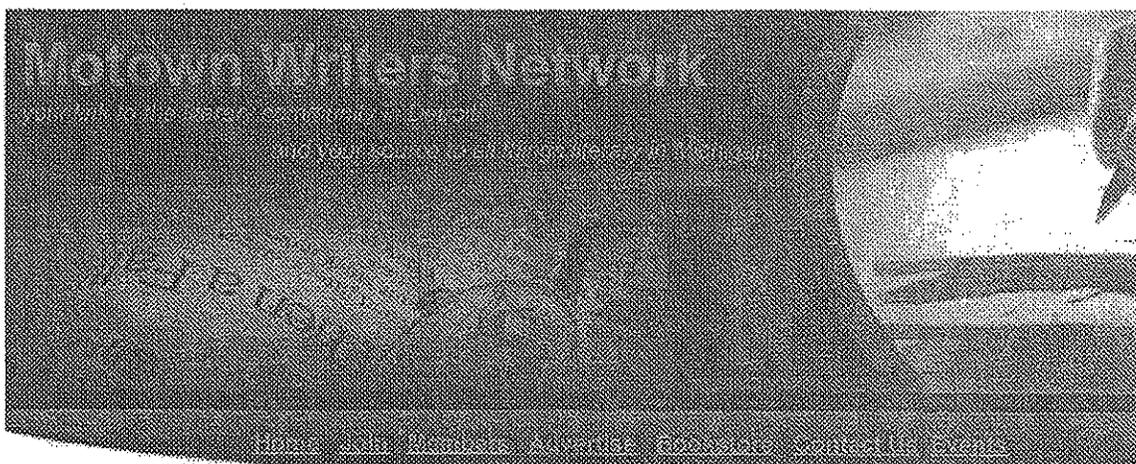
Exhibit: A
Page: 379

Motown Muscle will have Drag Race Events throughout the year. Come and run at some of the best drag strips in Michigan and Canada. These events are bracket type races, so don't worry about how fast your car is, the slowest car in a bracket event is on even footing with the fastest. These are usually day long events on weekends, come to race or watch. After race activities, such as dinner, are usually planned. If its your first time out, there is plenty of help to get you started. Don't be afraid to come out if you've never been.

As a Club Member, you will receive membership discounts from sponsors who specialize in automotive performance. Sponsors that will help you choose the right parts for your application. The best thing is, we chose these sponsors not because of the parts they sell or their willingness to sponsor us, but because many of our members have been their customers and know they will treat you right. Members have purchased everything from simple suspension parts to cars that have been completely rebuilt for a specific application.

Enter Motown Muscle

- Home
- Old Home
- Advertise on this site
- Agents & Editors
- Author's Assistant
- Book Clubs
- Book Reviewers
- Buy our merchandise @ CafePress
- Contact Us
- Classified (add yours)
- Detroit Area Bookstores
- DetroitPoetry.com
- Detroit Public Library
- Detroit Writers Galore
- Discussion & Message Board
- Ebook 101 & Int. Marketing
- Events & News
- Essence of Motown Lit Alliance & Conference
- Free Book Giveaway
- Funds for Writers
- Government Copyright



Welcome

Update our new Member Databases, Forums, Blogs & More

Sign Our NE

Spotlighted Member Books



Providing Literary Education & Events in Metro Detroit. Est. 2000
<http://MotownWriters.com>

KILL SWITCH



We offer a wide range of events, services and for authors, readers, writers and poets. Please site and then contact us to let us know what we you.

As of 2007 the look of our website has change the old site, you can go to:
<http://motownwriters.homestead.com>.

We're updating this site as fast as possible to g our our old page, but with a tad more organizati with us, but until then, you can always find the from our other page.

Tell us what you think? Click her

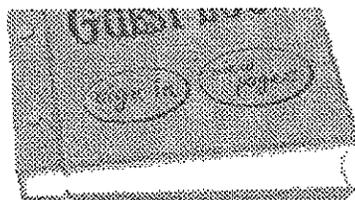
Other Associations & Networks:

- Michigan Literary Network
- Michigan Murder and Mayhem
- HubBooks Literary and Publishing Service
- African American Electronic Literary Network
- Detroit Writers Galore
- Essence of Motown Writers Alliance and Literary Weekend (every 2nd Weekend of Nov.)
- Southeastern Michigan Book Club Mingle & Network
- and more! *(click here to see the rest)*



Exhibit: A
Page: 381

HubBooks.biz



0336

E-mail Me

Member Database
Forum & Blogs

Old Member
Database
Page 1 & 2

Member
Bookstore

Metro Detroit
Media Contacts

Michigan Writers
& Poets Groups

Michigan Writing
Websites

Mission Statement

Moderator's
Website

Official ISBN
RR Bowker

Publishing &
Promoting Your
Book

Publisher's Listing

Related Links

Resources

Reading Hotspots

Writing
Conferences

Writing workshops
Seminars &
Retreats

Write Way

Webring

Upcoming Books

YOUR BANNER AD COULD BE HERE

CLICK HERE FOR MORE INFORMATION

FREE AD BY ADDESIGNER.COM



GET BOOKS WHEN YOU NEED THEM...
WITH MAJOR DISTRIBUTION & PROMOTION HELP

EVERY FRIDAY NIGHT
WE ARE ALL KINDS OF POETRY
JAVA EXCHANGE CAFE 8 PM

amazon.com

UBANGI graphics
For All Your Book Design & Promotional Design Needs

G Publishing, LLC
www.gpublishingsuccess.com

G Publishing, LLC

Michigan Murder & Mayhem
Michigan's source to literary on suspense, mystery and mayhem
<http://michiganmurderandmayhem.com>

Exhibit: A
Page: 382

MOTOWN THROWDOWN

- [Details](#)
- [Directions](#)
- [Teams](#)
- [Lodging](#)

Details

- What: Motown Throwdown - Ultimate Frisbee Tournament
- Where: Detroit Polo Club - Hartland, MI
- Date: July 29th and July 30st, 2006
- Team fee: \$275 per team by June 30th, \$300 after June 30th.

Schedule

- Open Division ([view pdf](#))
- Women's Division ([view pdf](#))

Contact

Chris Reynolds [Email](#)

Eric Geile [Email](#)

* This is a UPA Sanctioned Event, ROSTERS ARE REQUIRED!
Click [Here](#) to go to the UPA online rostering system!

Thank You Sponsors:



Exhibit: A
Page: 383



MOTOWN CAM

LIVE Webcam

24 Hour Archives

Hall of Fame

EarthCam Network

Ads by Goooooogle

Detroit Hotels
Full Service Hotel
close to Detroit
Airport
www.detroitmetropolitan.com

Michigan
Drag and Zoom
Aerial Map Imagery
Bird's Eye View of
Aerial Maps
[Maps Live.com](http://Maps.Live.com)

Detroit Life
Insurance
Up to \$300K of
Term Life in Detroit
Get Approved
Today with No
Exam!
LifeQuick.com

Live Web Cam
Looking to find live
web cams? Visit
our live web cams
guide
LiveWebCamst listings.com

advertise on this site

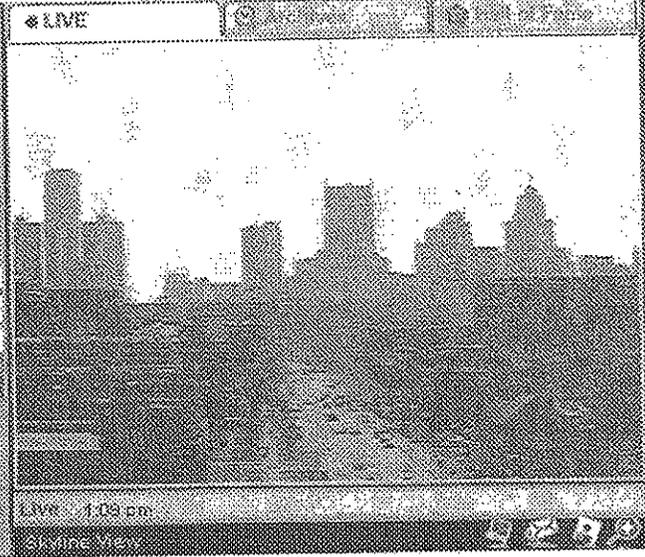
Michigan Cam
View Webcam
View Photos

Local Weather

54 F

Feels Like: 49.3 F
Humidity: 40.5%
Wind: 9.2 MPH E

EarthCam.com



Michigan
Detroit

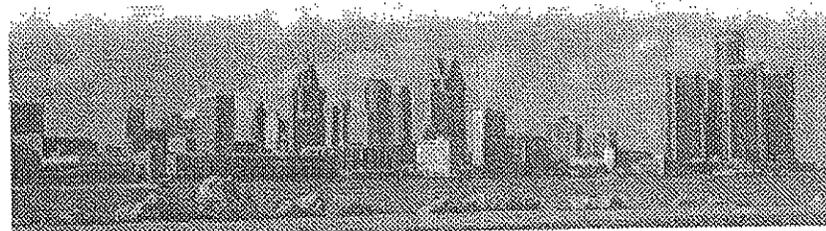
Learn more

Having trouble viewing the live images? [Click here.](#)

► Live Webcam

Welcome to Detroit!

EarthCam takes you LIVE to Detroit, Michigan! Experience multiple views of Motown's skyline and the heart of Detroit's cultural center including The Fisher Building Tower, Detroit Institute of Arts, and Detroit Main Library via a live EarthCam webcam located at the Detroit Science Center.



Founded in 1701 by Antoine de la Mothe Cadillac, as a trading post for the French to do business with the Chippewa, Detroit gained fame about 200 years later as the birthplace of the mass production car industry and the Motown sound. Today, metro Detroit boasts world-class shopping, first-rate cultural attractions, including one of the nation's largest

Comments

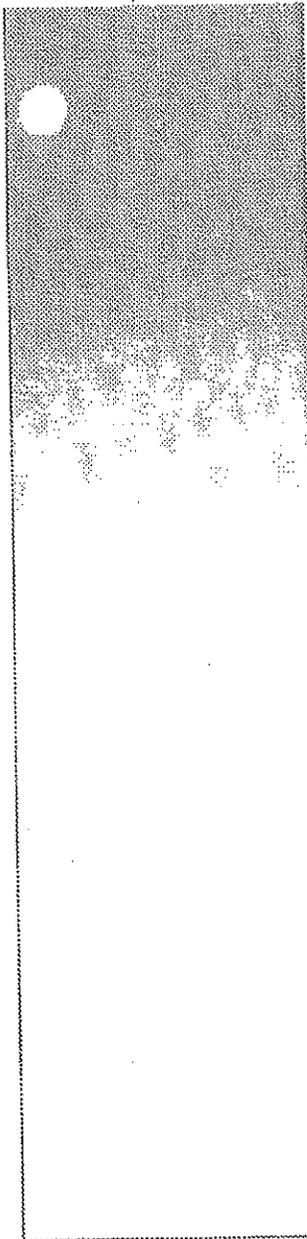
- nit -R
- hg th -B
- Go sh -G

[Click here to view](#)

Picture of the

The Pictures of the day at 12 noon
[Click here to view](#)

Exhibit: A
Page: 384



theater districts, and Las Vegas-style casino gaming.

The Motown sound was created by Berry Gordy, Jr. in 1957. It is where the nation's first traffic light was installed in 1915. Detroit is home to the oldest state fair in the nation (1849), and has the dubious distinction of potato chip capital of the world. It has the country's largest island park within a city, Belle Isle Park, and shares the world's first tunnel between two countries: the Detroit/Windsor Tunnel. It has the most registered bowlers in America and more theater seats than any other city, east of the Mississippi River, outside New York City.

Radio Ringtones

Send this complimentary ringtone to your phone right now!

Ads by Google

Detroit Life Insurance

Up to \$300K of Term Life in Detroit Get Approved Today with No Exam!

Advertise on this site

Webcam Se

Macromedia Flash Player required to view updating images.



To Download the free Flash Player, [click here](#).

EarthCam - Where The World Watches The World ©
Home | EarthCam Mobile | WebCamStore | EarthCam.net
Add a Cam | Link To Us | Contact Us | Company Info | Bookmark This Page | Main
Should you encounter a problem with a link, let us know.
Copyright 1996-2007 EarthCam, Inc. All Rights Reserved.

Exhibit: A
Page: 385

motowngirl.com

learn to style & manage natural hair at home

Hair Diary

Welcome to MotownGirl.com!

Or

[Home](#)

[About MotownGirl](#)

[Childhood Hair Photos](#)

[Relaxed Hair Photos](#)

[Natural Hair Photos](#)

[Hair Happenings](#)

[My Hair Routine](#)

Natural Hair Care

[Hair Product Reviews](#) NEW!

[Hairstyle How-To's](#)

[Natural Hair FAQ's](#)

[Staying Natural](#)

[Natural Hair Myths](#)

[Homemade Hair Recipes](#)

Natural Hair Tips

[Trimming Tips](#)

[Transitioning Tips](#)

[Winter Hair Tips](#)

[Summer Hair Tips](#)

[Essential & Carrier Oils](#)

Articles & Information

[Articles](#)

[Natural Hair Resources](#)

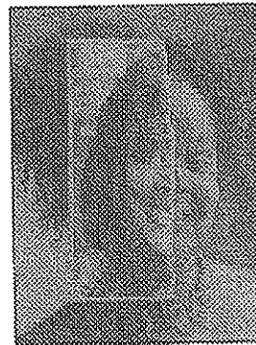
[MotownGirl.com Bookstore](#)

[Monthly Spotlight](#) NEW!

[Essential & Carrier Oils](#)

[Hair-related Glossary](#)

Other



About MotownGirl.com

MotownGirl.com is a comprehensive website established in May 2001 that is dedicated to helping people learn how to style and manage their natural hair at home. This is a "one stop shop" web site for information regarding natural hair care and it includes easy to make homemade hair recipes, updated product reviews and much more.

[Read more >>](#)



April 2007 :: Spotlight of the Month

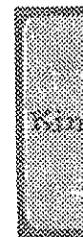
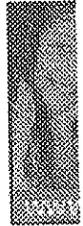
"...I've learnt to apply patience in all things especially in my hair. Since going natural, I've learnt to apply patience in all things especially in my hair, also to love my hair and accept pattern in which my hair grows. Having different types of hair texture on my head is not necessarily a bad thing."

[Read more >>](#)



Product Reviews

This interactive section contains both new and old product



- Bookmark This Site
- Customer Service
- Guestbook
- Hair Consultations
- Press/Media
- Website Updates
- Start Your Own Site!
- Recommend This Website
- Support MotownGirl.com

Newsletter

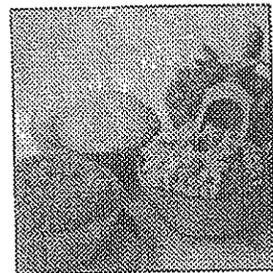
Join the
MotownGirl.com
Mailing List
[click here!](#)

Search This Site

[Make a Donation](#)

reviews from items I've tried over the years. Visitors can also rate items and post their own product reviews as well!

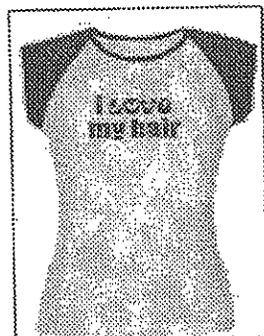
[Visit >>](#)



Homemade Hair Recipes

Here is a collection of easy to make and rejuvenating treatments for your gorgeous hair!

[Visit >>](#)



Represent your beautiful hair with style...

Click here to visit the MotownGirl.com Shoppe! New t-shirt styles and new spring colors are now available!

Standard Sizes (S - XL) :: [click here](#)

* Plus Tees (2XL - 5XL) :: [click here](#)



Hairstyle How-to's

Want to learn how to create twists, bantu knots and other hairstyles by yourself? Check out this section to view step-by-step instructions.

[Visit >>](#)



Articles

Hair Care Articles

Read a wide range of informative articles regarding hair care. Feel



motown



Exhibit: A
Page: 387

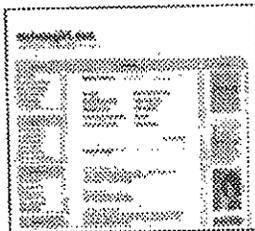
Ads by Google

Carol's Daughter - Hair
The trusted beauty brand for all ethnicities. Sign-Up for catalog.
Carol'sDaughter.com

free to submit your own article to be published on MotownGirl.com.

Visit >>

Control Curly Hair
Keep your curls in control. Get curly hair products & advice
www.ouidad.com



Natural Hair Resources

This section contains a list of websites you may find helpful! Add your website to the directory as well (*upon approval*).

Visit >>

Straight Hair
Want it? We can give it to you. AR Salon Hermosa Beach
www.southbaystylist.com

Having problems viewing images on this site? [Click here.](#)

hair care
Guides, Tips and Listings.
Care curly hair
www.megasearching.info

The advice and demonstrations on this site are based on trial and error, so please use your own judgment. Please submit comments, article suggestions, product review inquires, or info on advertising opportunities etc. [here.](#)

Thank you for visiting MotownGirl.com and I hope you enjoy your visit!

African American Hair
Looking for African american hair? See our African american hair guide
HairListings.com

MotownGirl

back to the top

[Ads by Google](#) [Hair Braids](#) [Brittle Hair](#) [Hair Breakage](#) [Stronger Hair](#)

Copyright © MotownGirl.com 2001-2007
Disclaimer

Exhibit: A
Page: 388

Ebony
Wigs
by
DENA
CALL

Shop by
BRAND
Online Wig
CATALOGS



MOTOWN WIGS

by WigSalon.com

synthetics human hair
monofilaments



WIG
FINDER
Search
By
Name

HOME
PAGE

Wigsalon.com's virtual rendition of Motown's 2006 Catalog is presented here in a user-friendly, printable format. Motown has been staying on top of the leading edge of the wig fashion industry. With outstanding colors and daring styles that reflect the creative ways of women of color, we now can easily say that Motown Wigs and their associate Sister Tress are the paragon of African-American wigs. They even have a wide palette of MONO wigs (and this is totally new) and of course many human hair wigs that are quite affordable. We offer a nice discount and speedy shipping for the standard shipping price on all Motown Wigs. Most orders ship NEXT business day.

Wigsalon also offers a one friendly exchange program per order if a style or color you select does not work for you. Also note that the color swatches you see at our site are the exclusive creations of wigsalon.com. You will get a wig that has a color number, but not a color name. We make the names to take the confusion out of wig buying by number. If you know the exact color number of a wig you want, you can always email us directly after an order and we can make double sure you get that number.

Click on image for a closer study. Use your browser's **back button** to return to this page.



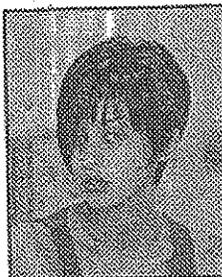
ANDANTE



ATLANTA



BOYCUT



DAYTONA



DEE



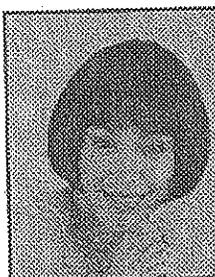
BUNNY



MAVIS



RICA



YOKO



JITNEY



KENDA

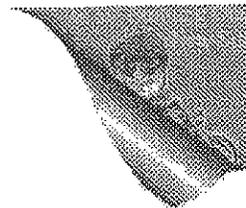
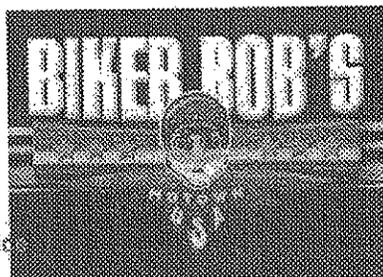


LAVONE



MADRID

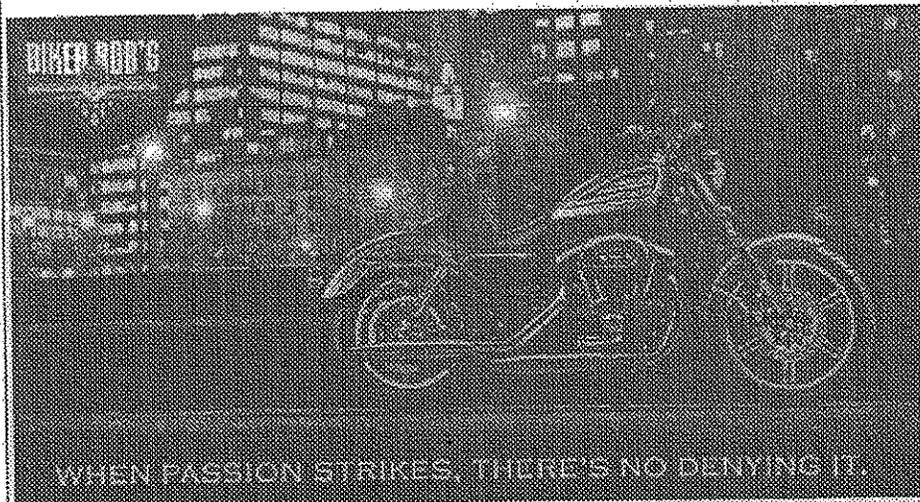
Exhibit: A
Page: 389



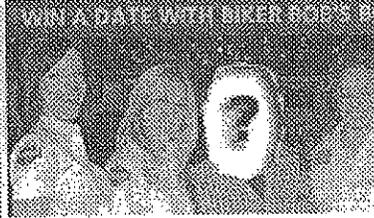
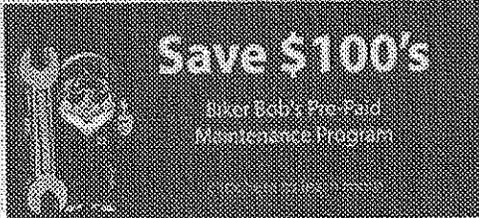
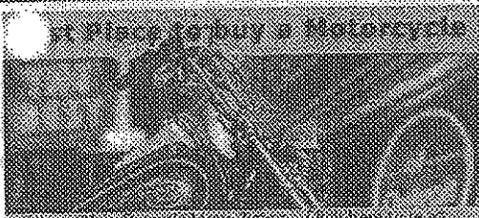
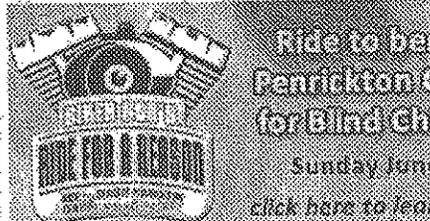
Home || Bikes || Used Bikes || Service

Events & Promotions || Contact ||

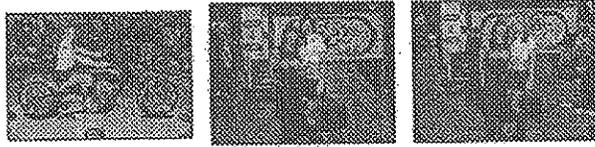
WELCOME TO BIKER BOB'S HARLEY-DAVIDSON MOTOWN



WHEN PASSION STRIKES, THERE'S NO DENYING IT.



FOR A GOOD TIME AND A GREAT RIDE



More of bikerbobshd's photos

www.flickr.com

© 2001-2006 H-D. All rights reserved.

[Sponsorship Request](#) | [About Us](#) | [Contact Information](#) | [Report a Problem](#)

Biker Bob's Harley-Davidson Motown - 14100 Telegraph Road - Taylor, Michigan 48160

Phone 734-947-4647 - Fax 734-947-9921

Exhibit: A
Page: 390

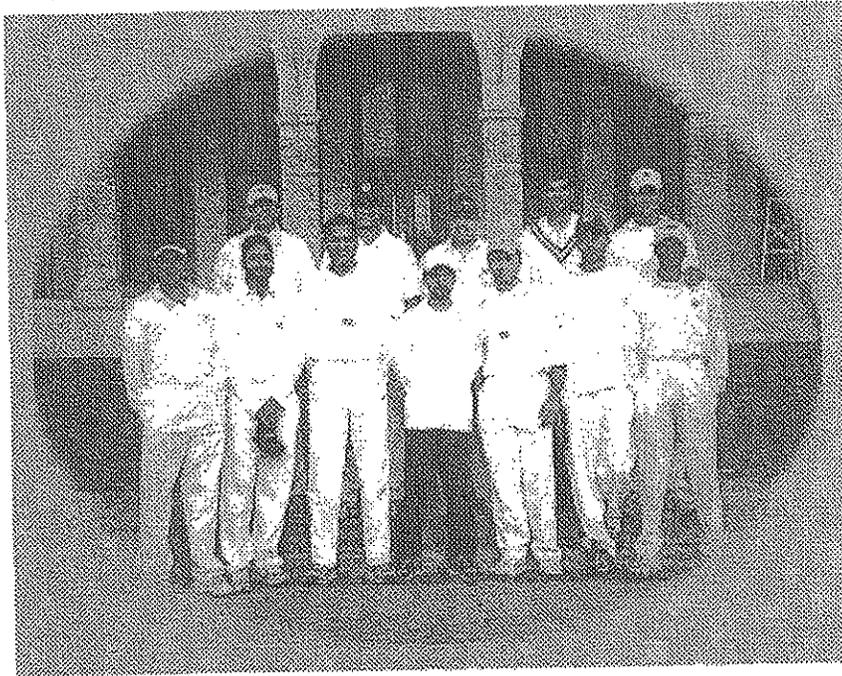


MOTOWN cricket club

Home

members

contact us



schedules

scorecards

what's on

© copyright 2003 - Motown Cricket Club

MOTOWN
HOG
1st O.G.



Motown HOG

Motown HOG

Board of Directors

HOT LINE INFO

2007 CALENDAR

Hide For A Reason

Members Area

Safety Tips

Road Captain's

Ladies of Harley

The Ride

Motown Memorabilia

Meeting Details

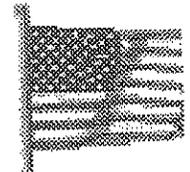
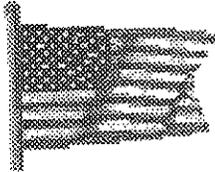
Chapter Links

Other Links

Your 2 Cents

Meeting Location

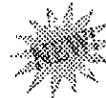
Join Us



Greetings and Welcome
Thanks for stopping by to visit!

The time is: 10:15:02 AM on Friday, March 30th

Check the Members Area , Hotline Page, Calendar Page and our Spon

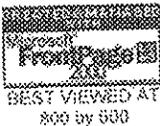


2007 Blues Cruise Harley Quilt

We are in need of Harley T-shirts. Cheyrl Parent will be making a T-Shirt Quilt for the 2007 Blues Cruise Event. Cheyrl will need 35 t-shirts to complete the quilt. The shirts need to be at least size large (or larger and no tank tops please). They are not too worn, no holes and have a nice colorful print on them. These shirts will be turned in to Cheyrl Parent by our April General Meeting (4-9-07)



The NEW Password for the Members Area, will take effect March 30th. We will no longer publish this information in our News Letters



This site hosted by



Exhibit: A
Page: 392



SUPPORT OUR TROOPS

**Breakfast Runs
Wednesday Morning
Leaves Biker Bob's @ 10:00 am.
Destination determined day of run.**

**It's Membership Renewal Time Again
Please make sure to update your memberships both with HOG as well as your local Chapter at the next Chapter Meeting if possible.**

Attention ALL Members

If you are not receiving chapter email please contact the webmaster so you can be added to the mailing list. Also things you may wish to check if you do not get our mail make sure your spam filters do not block mail containing hogs@lists.motownhogs.com also some ISPs will send our mailing straight to your junk box so check that and delete your junk.

Don't forget to check the HOT LINE page and Members section for more info on rides and events.

Check it out!

Members Notice

Motown H.O.G. Bike Night at the Pennsalt Club in beautiful Downtown Wyomissing. This will be ongoing every Friday night till riding season is over, but, we are year round as well! Come on down after 5 P.M. There is food available and we also do a 50/50 and we have a DJ. There may even be some classic cars as well. As summer moves in we may even plan some other interesting thing who show up. Tell your friends, bring your bikes or, tell your bikes and bring your friends! The Pennsalt club is located on the West side of Biddle Ave just south of Eureka Rd. (across the street from Portafino).

==FLYER==

Print some up and pass them around

**Exhibit: A
Page: 393**

NEWS! LOH NEWS NEWS!

LOH will now meet the third Monday of every month. Meetings will be at Penrickton Center for Blind Children, 26530 Eureka Rd., Taylor, Mi. at 8:30 pm. See the LOH area for more info.

LOH patches for sale - \$13.00. Please ask any LOH board member (Trisha Wolfe, Cheryl Parent or Mary Tinsler).

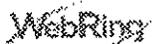
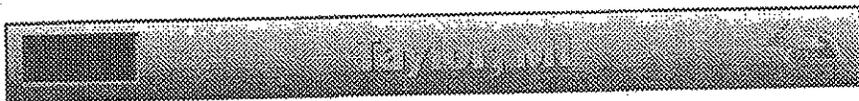
Our Ladies of Harley are looking for volunteers to help us with some upcoming projects. Please contact Trisha Wolfe for more info about this.

Please check the LOH section of the site for more exciting news!



-Chapter Link Exchange-

Email our Webmasters to have your Chapters Link added.



Harley-Davidson Owners

<< [Prev](#) | [Ring Hub](#) | [Join](#) | [Next](#) >>

© 2007 WebRing Inc.



You are visitor number **216747** since 2/2001

Please take time to sign our  guest book

 Please send questions about or problems with this site to [webmaster 'at' motownhog 'dot' com](mailto:webmaster@motownhog.com) 

This page updated on Thursday, March 15, 2007 by Webmasters Carolyn Does or Greg Tinsler

Exhibit: A
Page: 394

3/30/2007



- Home
- Online Banking
- Loan Application
- Financial Rates
- Services
- What's New
- Financial Tools
- Contact Us
- About Us
- Privacy Statement
- Security Statement
- Disclosure Information

Home

Our Holiday Hours:

The Holbrook Office and Warren Office will be closed on the following date:

Good Friday - Friday April 6, 2007



Member Pledge

As employees of your credit union we pledge to you the following:

1. To continue to provide valuable financial products and services
2. Work diligently to become your one-stop financial institution
3. Make loans of all kinds at affordable rates
4. Ensure the safety of your financial information
5. Remain viable and financially sound
6. Conduct business in a friendly and professional manner
7. Make all business decisions with you in mind

[Click here for Online Banking](#)

Main Office
 2112 Holbrook Avenue
 Hamtramck, Michigan 48212

Phone (313) 872-1277 * Fax (313) 873-6451

Hours of Operation:
 Monday through Friday 9:30 am - 4:30 pm

Branch Offices
 4805 East Nine Mile Road
 Warren, Michigan 48091

Phone (586) 759-4780 * Fax (586) 759-4375

Hours of Operation:
 Monday through Friday 9:30 am - 4:30 pm



Exhibit: A
Page: 395

3/30/2007

Saturday 9:00 am until 1:00 pm

Credit Report Tips

Some Tips On How To Improve Your Credit Score:

1. Pay your bills on time
2. If you have missed payments, get current and stay current
3. Keep balances low on credit cards and other revolving credit
4. Pay off debt rather than move it around
5. Don't open a number of new credit cards that you don't need
6. Re-establish your credit history if you have had problems
7. Make any credit corrections with the proper documentation
8. Consolidate credit card bills onto fewer credit cards

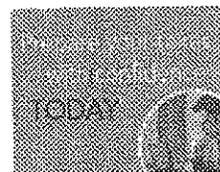
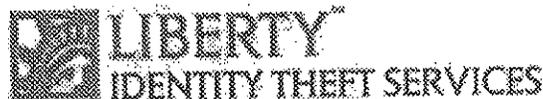


Some Factors That Determines Your Credit Score:

1. Payment History
2. Amounts Owed
3. Length of Credit History
4. Pattern of Credit Use
5. Types of Credit in Use

Telephone Directory

Motown Main Office	(313) 872-1277
Main Office Fax	(313) 873-6451
Warren Office	(586) 759-4780
Warren Office Fax	(586) 759-4375
Audio Response	(313) 874-3622
Liberty	(877) 585-8777

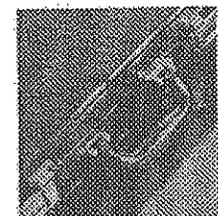


Credit Union Members Save With Sprint
 Click Here for More Information
 Sprint
 Together with T-Mobile

Job Opportunities

Part time tellers, 30 hours per week. Must able to work one Saturday per month.

You can fax your resume (313) 873-6451 or mail it to 2112 Hoibrook Avenue, Hamtramck, Michigan 48212.



Beneficiary Update/Information

All members should review their current stated beneficiaries for accuracy. Please come into our one of our offices to make any changes or updates.

You should periodically review your beneficiary information.

 Your savings federally insured to at least \$100,000 and backed by the full faith and credit of the United States Government. National Credit Union Administration, a U.S. Government Agency.



We do business in accordance with the Federal Fair Housing Law and the Equal Credit Opportunity Act.

Back To Top 

Motown First FCU
2112 Holbrook Ave
Hamtramck, Michigan 482
313.872.12
FAX: 313.873.64
holbrookfcu@mindspring.com



Exhibit: A
Page: 397

Berry Gordy's Motown Records



Founder and owner of the Tamla-Motown family record labels, Berry Gordy, Jr., established Motown Records as one of the most important independent labels in the early '60s. Assembling an industrious staff of songwriters, producers, and musicians, Motown Records built one of the most impressive rosters of artists in the history of pop music and became the largest and most successful independent record company in the United States by 1964.



Berry and Bertha Gordy

On November 28, 1929 Berry Gordy was born at Detroit's Harper Hospital. Gordy was the seventh child born to Berry and Bertha Gordy. The Gordys an ambitious middle-class family with roots in Georgia farming and retailing. The family moved to Detroit in the 1922 with their first three children. It was here that they established a successful painting and construction business that allowed the family to purchase a commercial building on the corner of St. Antoine and Farnsworth. Berry Gordy Sr. also opened the Booker T. Washington grocery store and from which he instilled the values of frugality, discipline, family unity and hard work that were so dear to Booker T. Washington. After studying business in college, Bertha co-founded the Friendship Mutual Life Insurance Company.

Exhibit: A
Page: 398



Berry Gordy dropped out of school in the eleventh grade to become a professional boxer. At one time he even fought on the same card with the Brown Bomber Joe Louis at Detroit's Olympia Stadium. He ended a his respectable career as a featherweight in 1950. After serving in the Army in Korea from 1951-1953 his love for jazz caused him to open up the 3-D Record Mart - House of Jazz. To obsessed with his own love of Jazz, Berry was to stubborn to stock the Blues records the neighborhood craved. So in 1955 the store went bankrupt and was forced to close.



Berry married Thelma Coleman and quickly had three children. It was after the closing of the record store that Gordy went to work on the assembly line at Ford's Lincoln-Mercury plant. By 1957, he had quit that job to become a professional songwriter.



Escher, Anna, Bertita, Gwen and Loucye

The Flame Show Bar opened in 1949 and was located at the corner of John R and Canfield. The Flame was the showplace for top Black talent in Detroit during the 50s. Billie Holiday, T-Bone Walker, Wynonie Harris were a few of the many great black entertainers that appeared there. The Berry's were in charge of the photo concessions at the Flame. Sisters Gwen and Anna took the photos with brothers George and Robert developing the film. It was during this time the Al Green the club's owner invited Gordy to write songs for the artists he managed which included Jackie Wilson. Berry teaming with Roquel "Billy" Davis began writing at Green's office. Berry would eventually bring sister Gwen in and the trio would write several bestsellers "to Be Loved," "Lonely Teardrops," "That's Why (I Love You So)" and "I'll Be Satisfied" establishing themselves as hit writers. At this time Gordy started doing some of the producing.



Berry and Raynoma Gordy

One day Raynoma Liles and her sister Alice auditioned for Gordy. Not only did Gordy meet his next wife Raynoma, but he found a lady who could help him write hit records. Known around the company as Miss Ray, she had perfect pitch and could write lead sheets. They soon formed the Rayber Music Writing Company and for \$100 they would do whatever was necessary to help a young singer make a record, be it writing, arranging, rehearsing or recording a demo. In this way they were able to find new talent. They also put together the Rayber Voices, a studio group that backed most of Motown's first acts on their early recordings.

In late 1957, Gordy had his first success with "Reet Petite," which was recorded by Detroit born Jackie Wilson, who had replaced Clyde McPhatter as lead singer of the Dominoes. The next year he wrote "Lonely Teardrops" for Wilson.

Motown Alumni Association
Motown Albums Discography



An unsuccessful audition of the Matadors for Wilson's manager Nat Tarnopol would change Gordy's life. Berry really like them a lot and told them so after the audition. This was to be the beginning of a close friendship between Gordy and the Matador's lead singer Smokey Robinson. The Matadors soon changed their name to the Miracles. Gordy managed the Miracles and produced their 1958 single "Got a Job" on the End Records label. The small royalty check he received from End along with similar small royalty checks for other hits he had co-written convinced him to form his own label Tamla Records. Originally he had wanted to call it Tammy after the Debbie Reynolds ballad, but the name had already been take.

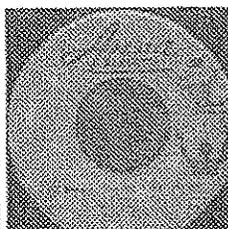


Terry, Berry IV and Hazel Joy

In 1959 Gordy started his own publishing company Jobete Publishing named after his three children; Hazel Joy, Berry and Terry. If you wrote for Motown you were published by Jobete which grew to be one of the most powerful in the industry.



Mabel John



Barrett Strong



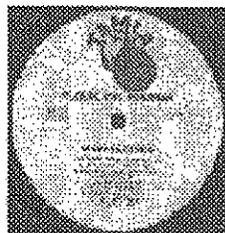
Marv Johnson

Gordy initially recorded R&B artists on Tamla Records. He signed Mabel John, the gospel trained sister of blues singer Little Willie John. Gordy scored a minor hit with Tamla's first release, R&B singer Marv Johnson's "Come To Me." As the record picked up steam Gordy found he could not keep up with the demands of national production and distribution and leased the master to United Artists. Later in the first year of operation he co-wrote and produced "Money," which was recorded by Barrett Strong. Not yet equipped to break a national hit "Money" was released by Anna Records which was owned by his sister Gwen and her husband Harvey Fuqua. "Money" eventually reached the number two spot on the R&B Chart. In November 1959, Gordy recorded "Bad Girl" by a young William "Smokey" Robinson and the Miracles that reached number ninety-three on the pop charts with the help of national distribution by Chess Records.

Smokey Robinson convinced Gordy that Motown should distribute its own records. In 1960, Gordy co-

wrote and distributed "Shop Around" by Smokey Robinson and the Miracles, which was a number one hit and established Motown as an important independent company. By this time Gordy had set up the Motown Record Corporation, Hitsville USA and Berry Gordy Enterprises. Jobette Music was his publishing firm and management agency International Talent Management, Inc. He also set up various subsidiary labels.

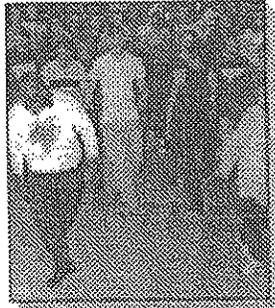
Through the next four years, Gordy continued to produce hits by capitalizing on the girl group craze. In 1959, a sixteen year old girl, Mary Wells, approached Gordy with a song she had written for Jackie Wilson. Unable to write music, Wells sang the song to Gordy, who immediately signed her and released her version of "Bye, Bye, Baby," which made the Top Ten on the R&B charts in 1960. Two years later she teamed with Smokey Robinson, who now wrote and produced for Tamla label and hit with "The One Who Really Loves You," "You Beat Me To Punch," and "Two Lovers." The next year she recorded "Laughing Boy" and "Your Old Stand By." In 1964 Wells topped the charts with "My Guy."



Gordy also charted with the Marvelettes. Around 1961, one of their teachers arranged an audition with Gordy, after which he signed them and released "Please Mister Postman," which became Motown's first number one record. The next year the Marvelettes hit the charts with "Playboy," "Beachwood 4-5679," "Someday Someway," and "Strange I Know." In 1962 The group toured the South as part of the first Motortown Revue.

Encouraged by his success with the Marvelettes, Gordy recorded another Detroit girl group, Martha and the Vandellas. Martha Reeves, influenced by Clara Ward and jazz singer Billie Holiday, joined with Annette Sterling, Rosalind Ashford, and Gloria Williamson to sing as the Del-Phis while in high school and record the unsuccessful "Til Let You Know" for Chess. In 1961 Reeves was hired as a secretary at Motown and by 1962 had convinced Gordy to record her group. The group sang backup vocals on a number of Motown hits including "Hitch Hike" and "Stubborn Kind of Fellow" by Marylin Gaye. Martha and the Vandellas hit the charts with "Come Get These Memories," followed by the million selling "Heat Wave" and "Quicksand." The next year they recorded "Dancing In the Streets" which reached near the top of the charts. Martha and the Vandellas, along with Mary Wells and the Marvelettes, identified Motown as a major source of the girl group sound.

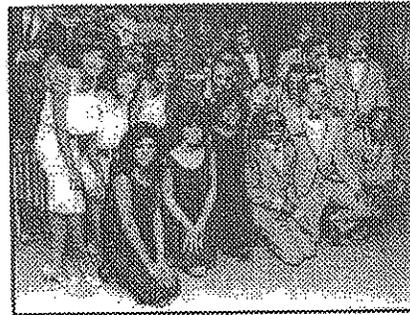
Gordy the son of a black entrepreneur who hoped for the upward mobility of blacks, specifically groomed and cultivated streetwise teens from the streets of Detroit to make them acceptable to Mainstream America. In 1964 he hired Maxine Powell, who had operated a finishing and modeling school, to prep his performers. Powell tried to transform Motown artists into polished professionals.



Cholly Atkins

A few months after adding Maxine Powell, Gordy hired choreographer Cholly Atkins, a well known dancer in the 1930s and 1940s who had performed at the Cotton Club and Savoy Ballroom, to teach these groups how to move gracefully

Atkins worked with Maurice King, who served as executive musical director. King who had arranged shows at Detroit's Flame Show Bar for years and had worked with jazz artists such as Billie Holiday and Dinah Washington, taught the Motown groups about stage patter.

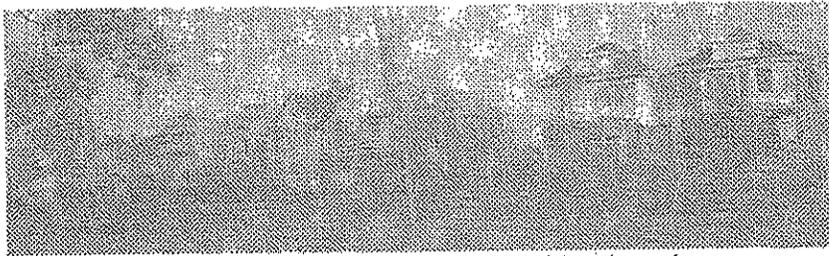


By the mid-1960s, Gordy had assembled a Motown team that could take poor black youths from Detroit and teach them to talk, walk, dress as successful debutantes and debonair gentleman

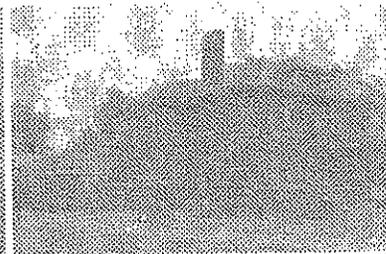
Gordy combined the polished images of the Motown acts with a gospel-based music that could appeal to mainstream America. Blues and R&B always had a funky look to it back in those days, and Motown wanted to have a look that fathers and mothers would want their children to follow. They wanted to kill the imagery of liquor and drugs and how some people thought it pertained to R&B. Therefore when they reject anything that had a strong blues sound to it when choosing material for their artist.

In place of the blues and R&B, Gordy favored a distinct music grounded by an insistent pounding rhythm section, punctuated by horns and tambourines and featuring shrill, echo-laden vocals that bounced back and forth in a call and response of gospel. Building upon his experience with the girl group sound, he produced a full sound reminiscent and expanding on Phil Spector's Wall of Sound.





Motown complex on West Grand Boulevard



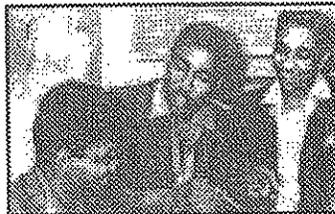
2657 W. Grand Boulevard

After he purchased 2644-2246 West Grand Boulevard in April of 1961 he placed Jobete, the sales, shipping and public relations departments in it. In January of 1962 2650-2652 West Grand Boulevard was added to house Berry and his sister Esther's offices International Talent Management. From 1965 on 2656 housed finance department; 2662-64 purchased the next year was home to the sales and marketing. 2666-68 was bought at the same time. ITMI was moved to 2670-72 after it was bought in late 1966. Across the street, 2657 was converted into Artist Development Department in early 1966.



Aiming for the mass market, Gordy called the music "The Sound of Young America" and affixed a sign over Motown studio that read "Hitsville U.S.A."

Berry Gordy, using methods practiced in Detroit auto factories, ensured the continued success of the Supremes by assembling parts of a hit making machine, that included standardized song writing, an in house rhythm section, a quality control process, selective promotion and a family atmosphere reminiscent of the paternalism of Henry Ford in his auto plants in the early twentieth century.



The songwriting team of Brian Holland, Lamont Dozier and Eddie Holland joined forces in 1962 and perfected the formula of success that they discovered with their composition "Where Did Our Love Go."

The different singles also sound remarkably similar because of the in house rhythm section known as the Funk Brothers. In 1964, Earl Van Dyke, a former be-bop jazz pianist who toured with R&B singer Lloyd Price became the leader of the studio band. He played with drummer Benny Benjamin and bassist James Jamerson, who had backed Jackie Wilson and the Miracles. Together with a few other musicians the Funk Brothers provided the trademark percussive beat of the Motown sound

Gordy attempted to maintain consistent quality of Motown by conducting weekly meeting that

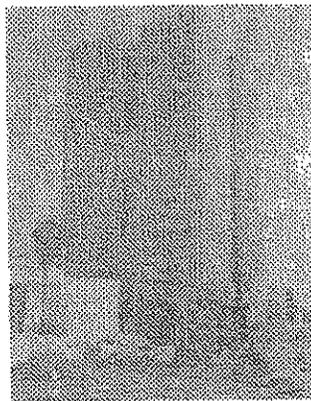
scrutinized possible releases.

Gordy carefully promoted the songs that were released through means that kept the slick Motown image intact. Getting them spots on "The Ed Sullivan Show," "The Dean Martin Show," "The Tonight Show," "The Hollywood Palace," and "Orange Bowl Parade., the Copacabana in New York, exclusive Las Vegas hotels. He even had entertainers such as Sammy Davis Jr. and Broadway star Carol Channing write liner notes.

In 1960, between sets at a local club Gordy met Otis Williams when he walked into the bathroom. Elegants, the Questions, and the Distant. Renamed them the Temptations. Norm Whitfield, Smokey Robinson, Holland-Dozier-Holland formed the legendary Motown songwriting production crew.

During the mid-1960s, Gordy established a music empire that included eight record labels, a management service, a publishing company, and grossed millions of dollars a year. From 1964 to 1967, Motown had 14 number one pop singles, 20 number one singles on the R&B charts, forty six more Top Fifteen pop singles and seventy-five other Top 15 R&B singles. In 1966 alone, seventy-five percent of Motown's releases made the charts.

In 1967 the Motown empire began to decline. A few days before a scheduled performance by the Supremes at the Hollywood Bowl in April, Gordy fired Florence Ballard, who had become jealous of the increasing prominent position of Diana Ross, and replaced her with Cindy Birdstrong. In July 1968, he fired David Ruffin of the Temptations and hired Dennis Edwards. Gordy quarreled about royalty rates with the the songwriting-production team of Holland-Dozier-Holland, who quit and filed suit against Motown.



Motown's Hollywood office

Suffering the departure of H-D-H, Berry Gordy began to concentrate on the career of Diana Ross as a solo act in 1970. Maintaining the company's success with The Jacksons, Gordy moved Motown to Hollywood in 1971 and established Motown Industries, expanding to Broadway musicals and films.

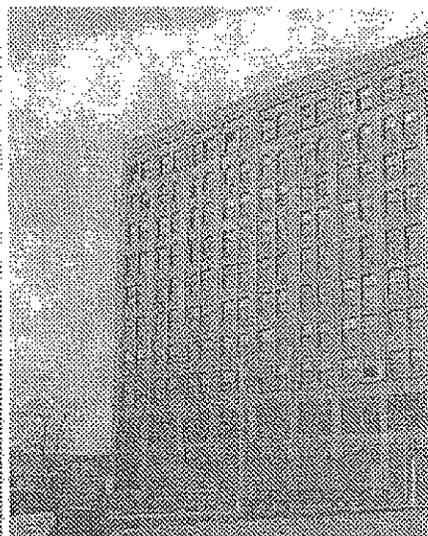
During the first half of the '70s, Diana Ross was established as Motown's first all-around entertainer through her work in super clubs and films. Motown suffered defections in the '70s with Martha Reeves recording solo for other labels in 1974 and The Four Tops signing with ABC/Dunhill. Gladys Knight and The Pips recording for Boddah beginning in 1974 and, in 1975 The Jackson Five moved to Epic, as did Michael Jackson in 1978. The Miracles, without Smokey

Robinson, switched to Columbia in 1977 and The Temptations went to Atlantic. However, Motown retained its position as an important independent label with the recordings of Diana Ross, Marvin Gaye, Stevie Wonder, The Commodores, and Rick James.

During the '80s Motown struggled. Diana Ross moved to RCA in 1981 and Marvin Gaye signed with Columbia in 1982. The Temptations returned as did The Four Tops by the mid-'80s. The Gordy label introduced Debarge in 1983. The company staged a successful 25th anniversary celebration in 1983 that was later broadcast on ABC-TV. Motown Productions produced *Louise's Dove* for CBS-TV in 1989. However, many former employees, including Eddie Holland and members of The Vandellas and The Marvelettes sued Motown, alleging failure to pay royalties.



Motown Museum



The Motown Buid

In 1985, Esther Gordy Edwards opened the Motown Historical Museum inside the restored Hitsville building offering tours. There were rumors that the former Motown building on Woodward would be used as a larger museum. However it still remains abandoned and boarded up as of the end of 2006.

In July 1988 Berry Gordy sold Motown Records to MCA and Boston Ventures for \$61 million. Boston Ventures later bought out MCA's interest and sold Motown Records to the Dutch-based Polygram conglomerate for \$325 million in 1993. In late 1994, Warner books published Gordy's self-serving biography *To Be Loved*.

Berry Gordy was inducted into the Rock and Roll Hall of Fame in 1990

*Motown Historical Museum
Classic Motown*

*To go to the home page click below
Frames Non-Frames*

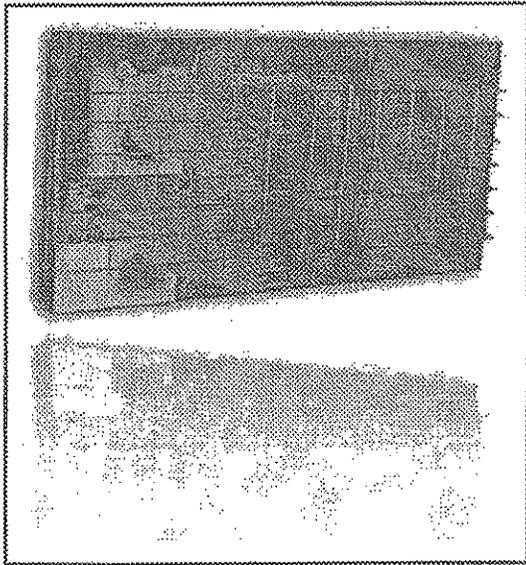
**Exhibit: A
Page: 407**

Motown Metal Art Gallery
featuring artist Paul Smerecki

Welcome to Motown Metal Art Gallery

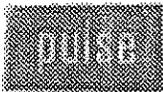
Located in Detroit, Michigan

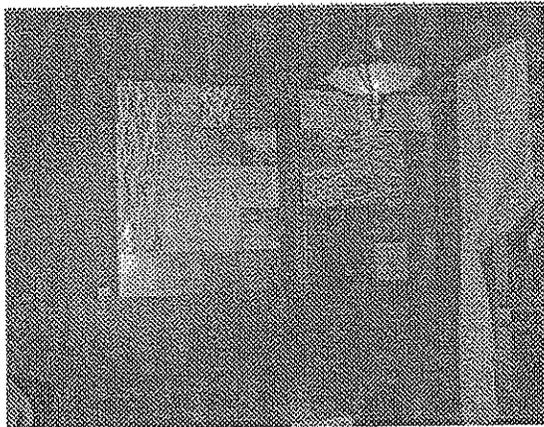
Specializing in metal relief art, urban sculptures, and many other unique mediums.
Contact me to take a tour of my personal gallery.
I also take requests for custom pieces.



On Display!

You can now view my art on public display at Pulse in downtown Detroit.





"Fairly new, this bar has a modern and upscale feel, but is not overly pretentious. The space is designed in shades of red and gold and is adorned with classy pieces of art from Detroit locals." -[Detroit Essentials](#)

We're Moving

We're in the process of relocating the collection to a larger gallery in Corktown Detroit. Our loft on Jefferson is available for rent/purchase.

- [Home](#)
- [Contact Paul](#)
- [Gallery](#)

Motown Metal Art Gallery © 2007

Exhibit: A
Page: 409

THE INDEPENDENT

Ian Burrell: Strictly scandalous - Beeb short-changes viewers again

The American dream shudders to a halt in Motown

Money, that's what they want. The Big Three carmakers based in the US industrial heartland are passing the bowl round Capitol Hill, desperate to save their industry. Stephen Foley reports from New York

Sunday, 9 November 2008

The men and women who built this Buick in 1954 really need you to go out and buy a new Vauxhall this weekend. Why? Well, the Detroit workers who bent the Buick's fenders, placed its windscreen, polished its mirrors and sent it out into a decade obsessed with the motor car – they are retired now, old and frail, drawing their pensions from Buick's parent, General Motors, and relying on the healthcare plans that this employer-for-life promised them until the day they die.

And GM – whose other global brands include Vauxhall, Chevrolet and GMC – is running out of the cash to pay them.

Given that you too are probably worried about your job, your savings or your chances of getting a car loan to buy a Vauxhall or any other car right now, GM is in real trouble – and its woes look set to present the first major test of economic and industrial policy for Barack Obama.

The credit crisis and the oncoming recession are final straws for a US car industry that bestrode the globe. What once represented the best in US engineering and the aspirations of a burgeoning consumer class, has been in decline for at least two decades.

GM and its peers in the old Motor City say they have been hamstrung by the legacy of those expensive, retired workers. It is a legacy of generosity that stretches back to the day in 1914 when Henry Ford doubled his workers' wages, bringing the best and most productive workers flocking to him and helping to bring the company's cars within reach of the average American. But it is a legacy that modern-day executives say meant they could never be as competitive as newer rivals from overseas without entrenched union contracts for current workers or thousands of pensioners to look after.

Just as many others say that GM, Ford and Chrysler – the so-called Big Three – were simply too slow to respond when the likes of Toyota built more reliable cars or, in recent years, more fuel-efficient and environmentally friendly vehicles.

In the first nine months of this year, GM sold 6.65 million vehicles when you add together all its global brands, including Chevrolet, GMC, Vauxhall and, yes, still Buick. That is about 400,000 vehicles fewer than Toyota, ending GM's 77-year run as the market leader in global auto sales. But that is a minor embarrassment compared to the humiliation being endured by Rick Wagoner, GM's chief executive, and his peers, Alan Mulally at Ford and Bob Nardelli at Chrysler, who have been passing the begging bowl around Capitol Hill.

When GM and Ford posted their latest quarterly results on Friday it became clear why. GM, having burned through \$6.9m (£4.4m) in three months is going to go bust before the middle of next year unless it can

Exhibit: A
Page: 410

miraculously find buyers for its junk-rated debt, sell the Hummer brand that no one appears able to afford – or gets a hand-out from the US government. Heavily indebted Chrysler is owned by the private equity firm Cerberus, so its finances are opaque, but bondholders say its situation is also dire. Ford, which mortgaged everything up to and including its blue oval logo two years ago, has a little more cash on hand but it, too, burned through \$7.7bn in the quarter to September. Since then, global car sales have dived, with the worst of it being felt in their most important market, the US. In October, GM's sales were down a staggering 45 per cent on a year ago; Ford was down 30 per cent and Chrysler fell 35 per cent.

There is little reason to expect a rebound that will pull these companies back from the brink. They are lobbying for "bridge loans" from the government, but some are already calling them a bridge to nowhere. For free-marketers and for their opponents who believe state intervention can be justified, this is an important first test of President-elect Obama's economic world-view. The Democrat Congress has already pushed through \$25bn of low-cost loans to help the Big Three fund the research and product development and the factory retooling required to produce greener, more popular cars. According to the latest rumours on Capitol Hill, the auto makers and their lobbyists have asked for \$50bn more.

The existing loans should be accelerated, Mr Obama said at his first press conference this week, and he lavished enough praise on the auto industry to suggest he could offer more once in the White House. The industry, he said, "is the backbone of American manufacturing" and the US could not meet its goal of becoming energy independent unless the industry is able to produce more fuel-efficient cars. "I have made it a high priority for my transition team to work on additional policy options to help the auto industry adjust, weather the financial crisis, and succeed in producing fuel-efficient cars here in the United States," Mr Obama told reporters.

These are strange times indeed that there should be such a consensus over federal assistance for Detroit. Why is it so? First off, there is the collapse of free market policymaking in a nation whose government now owns large stakes in its biggest banks, owns or guarantees half of its citizens' mortgages, and has nationalised the biggest insurance company in the world. And the economic consequences of letting one of the big carmakers fail could be enormous.

According to a report by David Cole at the Centre for Automotive Research, "the automotive industry has long been, and continues to be, one of the most important sectors in the US economy. The motor vehicle and parts industries employed 732,800 workers directly as of September 2008, and the industry has one of the largest economic multipliers of any sector of the US economy."

That multiplier means that 2.5 million jobs could be lost if one of the Big Three goes bust, Mr Cole calculates, rippling out from the direct redundancies, through the bankruptcy of hundreds of suppliers, to the effects of higher unemployment on consumer spending and tax receipts in affected regions across the US.

That would have a measurable effect on already-depressed US GDP, which might be reason enough to offer those bridge loans, to help Detroit restructure and downsize more slowly. The prospect of bankruptcy also means that some of the Big Three's 775,000 retired workers and their dependents and survivors could be dumped on the federally backed Pension Benefit Guaranty Corporation – but that insurance scheme already has a \$14bn black hole that would then need to be plugged by taxpayer money in any case.

One way or another, those men and women who brought us the original Buicks are going to cost the US taxpayer money, even if a President Obama lets GM go bankrupt. The likelihood is he won't, says Ken Goldstein, an economist at the Conference Board in New York, but mainly because that is the pragmatic approach, not the ideological one.

"We have been through waves and waves of restructuring of the auto industry, and this is another big wave, not a little ripple, but I would hesitate to say this is curtains for US carmakers. If it was clear there was

nothing to be saved, then, sure, why pour money down a rat-hole. But I think Mr Obama will say that, while this is absolutely not going to be painless, there are things that can be done to make sure it is not nearly as painful as it could be.

"He is going to be listening to Paul Volcker, former Federal Reserve chairman, who is hardly a flaming liberal, and to Robert Reich, Bill Clinton's labour secretary, who is a flaming liberal. There is one thing that you will not get from an Obama administration, it is groupthink."

The Big Three have focused research budgets on new hybrid and electric vehicles. All of them have been shutting factories and introducing stoppages across the globe. All of them have announced white-collar lay-offs in the past month. The loans they have received so far will get them some distance towards becoming the right-sized, right-focused industry that is required, but they are lobbying for additional help and are getting a receptive hearing.

Interesting? Click here to explore further

ADVERTISER LINKS

[Mortgage](#) | [Personal Finance](#) | [iPhone](#) | [Business Travel](#) | [Utility Bills](#)

Mortgage Tips

A few tips to consider before applying for a mortgage....

www.carpetbagging.co.uk

University of London - Business Bsc

Study business in our prestigious university conditions....

www.londonexternal.ac.uk



Search Rightside Advisors

SUBMIT

MEMBER LOGIN

email address

Forgot password?

SUBMIT

Home Newsletters Performance Education Media Press Research Community

Enter Ticker Symbol

SUBMIT

News and commentary

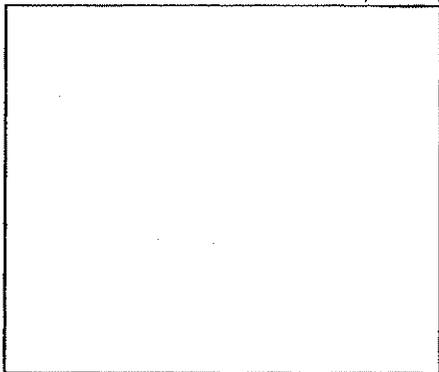
Raw nerves in Motown

By Maurice Barnfather

Updated: Monday, November 10 2008 09:11:AM

Once some of the most valuable companies on earth, the entire publicly listed US automobile sector can now be bought for about \$7 billion. Even this represents an option, and a deep-out-of-the-money one at that, on some rapid government assistance to the industry. On Friday Ford delivered the latest wretched figures that horrified even the industry's tire-kickers, who are well-used to bad news. It revealed operating losses of \$3 billion in the third quarter and said that its car making operations had got through \$7.7 billion in cash. The news from GM, later in the day, was worse: an operating loss of \$4.2 billion in the quarter while burning through nearly \$7 billion in cash.

(Close This)



Even before the announcements the beleaguered carmakers were in desperate shape. High fuel costs, the effects of the credit crisis and looming recession contributed to making October the worst month for new-car sales in 25 years. Sales at GM and Chrysler have fallen by 18% and 25% respectively this year and both companies will run out of cash some time next year if they continue to use it up at the current rate. Rating agencies are now recalculating the months of working capital they have remaining.

Detroit's big car makers have rebounded from unenviable positions in the past. GM brushed with bankruptcy in 1992 but was pulled round by a new chief executive, Jack Smith. Ford suffered its financial ills in the 1980s but was saved by an injection of cash from the founding family. In the same decade, Chrysler almost went bust but was rescued by a government loan guarantee; it avoided bankruptcy again ten years later.

While Ford is putting on a brave face, GM's executives are taking the opposite strategy, perhaps to spur Washington into action, by insisting that time is very short indeed. Privately held Chrysler is in even worse shape, especially after GM backed away from a deal to acquire the number three domestic carmaker. Meanwhile, the companies' plans to raise cash are too little, too late and highly unrealistic in some cases – would anyone really buy Hummer now? The only question is whether an incoming Obama administration and a sympathetic Congress will support the industry with loans or guarantees. "The lifeboat is coming – we just have to keep rowing," Chrysler's vice chairman said last week.

It may be on the way but, if it arrives, ailing Chrysler may find the boat has only room for two. The global market has changed and a small, indebted, domestically focused car company may no longer be viable. Letting Chrysler go would be disruptive in the short run because the "big three" share suppliers. But it might remove enough domestic capacity to make GM and Ford's turnaround plans achievable. They are not only larger but also more international, which gives them the ability to mimic Japanese competitors with their global platforms.

Exhibit: A
Page: 413

If no rescue comes then it is more than likely that bankruptcy judges will soon be asked to make some tough decisions. Presiding over the bankruptcy of iconic American firms and huge lay-offs is unlikely to appeal. But pouring cash into basket cases with no end in sight is equally as unpalatable.

 SHARE   

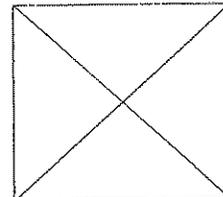
Privacy Policy | Terms of Service | About Us | Advisors | My Account
Place Your Order Toll Free: 1.800.243.5859
© 2008 . RightSide Advisors, Inc. All rights reserved.

Special Offer

Market Summary

Authentication error: invalid webmasterId 5017
section=mini_quotes&theme=theme1

Media



Now playing: Tracking the Multi-Year Bear Market - October 24, 2008

Rising Mortgage Rates Caused By TARP - Crude Hits \$75 - October 15, 2008

Not a New Bull. TARP Plays. No Help for Homeowners. Problem Banks - October ...

All Videos

Exhibit: A
Page: 415

Rightside LIVE



Company Websites

Hot Stix
Option Investor
21st Century Investor
Stock Blogs
Stock Addict

Exhibit: A
Page: 416

Automakers

Bush's Motown Turnaround

Brian Wingfield, 11.14.08, 07:50 PM EST

On the eve of Capital Hill's lame-duck session, the president changes his tack on money for Detroit.

President Bush is pushing lawmakers one step closer to saving Detroit's major automakers from bankruptcy. Now it's up to Congress to figure out just how to do it.

Friday, the White House essentially urged lawmakers to craft legislation that would allow automakers to receive \$25 billion in Energy Department loans without having to use the funds to increase fuel efficiency, a provision now required by law.

"We are now actively calling on Congress to pass legislation next week that will amend the loan program and help accelerate much-needed funds to auto companies that can show long-term viability," says White House spokeswoman Elizabeth Chervenak.

Article Controls

-  EMAIL
-  PRINT
-  REPRINT
- NEWSLETTER
-  COMMENTS (1)
-  SHARE
- YAHOO! BUZZ

The suggestion is sure to make environmentalists irate, but it may help Detroit in the short run. Trouble is the Big Three will still need more money to help them meet the technology investments needed to comply with last year's energy bill, which requires them to meet higher fuel-efficiency standards by 2020.

Nonetheless, Democrats aren't buying it. "The president's proposal would unwisely divert money urgently needed for modernization of the U.S. auto industry," says House Speaker Nancy Pelosi, D-Calif.

Related Quotes

GM	▲	\$2.88	+0.09
F	▲	\$1.39	+0.13

But as Congress prepares for a brief lame-duck session next week, at least Democrats know where President Bush stands. For nearly two weeks, they've been figuring out how to rescue General Motors (nyse: GM - news - people), Ford Motor (nyse: F - news - people) and Chrysler, while

Republicans have said the best way to aid the companies is by expediting the Energy Department's loan program.

That program comes with significant strings attached. In order to receive those funds, the companies have to be economically "viable" and the money has to be used to produce more fuel-efficient vehicles. The White House's cryptically worded statement mentions only that the funds should now go to viable firms--effectively leaving out the fuel-efficiency requirement.

Comment On This Story

As of Friday, Democratic leaders hadn't formally proposed the fiscal stimulus package that has been talked about almost incessantly for the past two months. It now appears that Senate Majority Leader Harry Reid, D-Nev., is pushing hard on only two measures: a rescue for Detroit and the expansion of unemployment insurance benefits, both items that business industry groups have indicated they'll support.

Related Stories

- No Deal For Detroit
- A Deal For Detroit?
- Don't Count On A Detroit Bailout
- Bailing Out Detroit: How Much Is Enough?

Exhibit: A
Page: 417

Cleaner Cars

Related Videos

New York: The Next Detroit?

Hope Rises For Detroit Lifeline

Dow Below 8,000

Weak Housing Data

Yang's Departure Lifts Yahoo!

Much attention has been given to the House Financial Services Committee, where Chairman Barney Frank, D-Mass., is drafting a bill that would aid Detroit by tapping into the \$700 billion in funds the Treasury has been allotted to bail out financial firms. (He'll hold a hearing on the plan Nov. 19.) The White House wants to avoid using those funds. And as one Republican aide points out, in the Senate—which would also need to pass Frank's bill—only a handful of Democrats have expressed drawing on this money to help Detroit.

Meanwhile, Sen. Charles Grassley, R-Iowa, says that if automakers do get government aid, it should come with significant strings attached—including restrictions on executive compensation and excessive internal company spending. He thinks the chief executives of the Big Three would do well to follow the example set by former Chrysler boss Lee Iacocca, who received an annual salary of just \$1 when his company was bailed out in 1979.

Whatever happens next week, keep your eyes on the Senate. Democrats need 60 votes to block a filibuster on any measure they want to bring to the Senate floor. Democratic President-elect Barack Obama resigned his seat as of Sunday, and the Vice President-elect, Sen. Joe Biden, reportedly will not participate in the lame-duck session. In addition, Sen. Ted Kennedy, D-Mass., has not been voting due to his bout with brain cancer. Democrats already have a razor-thin majority—51 (including two independents) to 49 Republicans.

With three key members missing, Democrats could find themselves in the minority for a key session of Congress. For GM, Ford and Chrysler, that's not a good thing.

General Motors	Detroit
Ford Motor	Bailout
Brian Wingfield	Congress

The Saudi Arabia of Lithium

G20 Summit: Crisis Management

The Global Financial Crisis

Hedge Funds On Defense

Rate This Story

Your Rating Overall Rating ★ ★ ★ ★ 1

Reader Comments

MY NAME IS STOCKKEEPER FRI.NOV. 14TH.,2008..AFTER THE CLOSE OF THE NY STOCK EXCHANGE BUSH OK'S 25 BILLION TO THE AUTO INDUSTRYR ..GET READY FOR MONDAY RALLY..INVESTORS BY THSES STOCKS..GM/F [Read More]

Tags: Ford, Chrysler, General Motors, Warren Buffet, BYD ELECTRIC CAR, LAME DUCK MEETING, DEPRESSION, BULL MARKET, CHARLIE ROSE

Posted by STOCKKEEPER | 11/14/08 11:58 PM EST Report Abuse

Comment On This Story

Exhibit: A
Page: 418

Intelligent Investing | Data | Knowledge | Insight | Wisdom

Today On Forbes.com



No Deal For Detroit

Brian Wingfield
Democratic leaders want to see more details before bailing out U.S. automakers

- GMAC's Inside-Out TARP
- Sharing The Blame For Detroit Mess
- Car Dealers On The Skids



Royal Treatment
Can't Save Citi



Hank Greenberg,
King Of The
Mountain?



Lines Grow At
U.S.
Unemployment
Offices



Mass Production
Vs. McMansions

Subscriptions

[Subscribe To Newsletters](#)

[Subscriber Customer Service](#)

ADVERTISEMENT

Forbes.com CIO Network

Forbes *CIO NETWORK*

DAILY NEWS
EXPERT ADVICE
RESOURCES
PEER-TO-PEER
NETWORKING

Powered by
SAP

[SITEMAP](#) [HELP](#) [CONTACT US](#) [INVESTMENT NEWSLETTERS](#) [FORBES CONFERENCES](#) [FORBES MAGAZINES](#) [FORBESAUTOS](#)

[Ad Information](#) [Forbes.com Mobile](#) [RSS](#) [Reprints/Permissions](#) [Subscriber Services](#)
[Privacy Statement](#) [Terms, Conditions and Notices](#) [About Our Ads](#)
2008 Forbes.com LLC™ All Rights Reserved

Stock quotes are delayed at least 15 minutes for Nasdaq, at least 20 minutes for NYSE/AMEX. U.S. indexes are delayed at least 15 minutes with the exception of Nasdaq, Dow Jones Industrial Average and S&P 500 which are 2 minutes delayed.

Exhibit: A
Page: 420

ADVERTISEMENT

thursday, november 20

newsletter | win | video | about us | rss | login | register

Try: green gifts | save money | winterize | recycle |

HOME > NEWS > IMPORTANT VOICES > THE GREEN CONSERVATIVE

ADVERTISEMENT

news

important

thegreenconservative

Jim DiPeso



search this blog

The Green Conservative

Arnold Schwarzenegger for Climate Czar

The Big Three Deserve to Die Why Reward Failure in Detroit?

November 16, 2008 at 6:46am by Jim DiPeso | 7 comments

submit to reddit

When the congressional enablers of the Big Three automakers proposed a bailout for Detroit, I got to thinking about a friend of mine.

He took pity on a female acquaintance with a somewhat chaotic lifestyle and loaned her \$200. I told him that he would never see that \$200 again.

I was right.

Call me cynical, but I am not sanguine about handing over large gobs of public money to manufacturers with a rotten business model that has exacerbated U.S. dependence on a fossil fuel supplied by assorted crooks, cartels, and despots.

Call me someone who dwells on the past, but it's difficult to forget that Detroit and its unions spent years stonewalling and stomping on reasonable legislation to boost fuel economy standards - until public outrage at high gasoline prices in 2007 finally shouted down the Big Three and their can't-do culture of complaining.

Call me hard-hearted, but when companies are run into the ground by sclerotic executive bureaucracies that failed to anticipate oil price risks, failed to fix their product development systems, failed to sharpen their brands, and failed to bargain hard enough over labor costs, they deserve to die.

Call me politically naive, but handing colossal sums of money to failing businesses is a form of moral hazard that rewards the incompetent and encourages stagnation.

We would be on a slippery slope. A remarkable system of enterprise capitalism that, current troubles notwithstanding, has delivered extraordinary prosperity could give way to a dystopian system of crony capitalism where success depends on who you know in DC, not how well you do running a business.

Still, if the politicians are determined to splash out our money on rescuing Detroit, there ought to be no-nonsense conditions. No blank checks for this bunch.

Start by taking a fire hose to the executive suites. Can the boards and all the top managers.

Turn the companies into wards of the state and do whatever is necessary to cut out the rot. If that means shredding overpriced labor contracts and closing surplus dealerships, then so be it.

Then, turn Detroit's business model inside out and put the automakers into the business of building safe, efficient, high-quality vehicles that will get us off the oil dependence treadmill, not make us run faster on it.

When the companies have been shaped up, put them on the auction block. If that means that Motown gives way to Tokyo, Seoul, Stuttgart, and Wolfsburg, then so be it.

But call me doubtful. Odds are that political interference would muck up such a rescue strategy, the money would be wasted, and that we would be better off letting the automakers go under.

It would be a painful adjustment, but the likely outcome of throwing good money after bad companies would be more so.

7 comments

tags: fuel efficiency, detroit, automakers, bailout, Big Three

email | print | rss | widget

ShareThis

about this blog

The Green Conservative writes about environmental issues from a Republican perspective. read more.

subscribe to this blog | rss

- The Big Three Deserve to Die
- Arnold Schwarzenegger for Climate Czar
- Three Cheers for Filibusters
- There's Nothing Conservative About Mountaintop Removal
- Don't Get Complacent About Oil Price Plunge
- Of Goat Herding and Shepherding a Climate Bill Through the Financial Storm

archive

- November 2008
- October 2008
- September 2008
- August 2008
- July 2008
- June 2008

Start at the beginning

thedailygreen.com news feed

Global Warming Green Stimulus Plan Proposed
Thu, 20 Nov 2008 11:45:00 EST
Boxer: "Fighting Global Warming Is Good For The Economy"

Waxman Beats Dingell for Key House Chairmanship
Thu, 20 Nov 2008 12:35:00 EST
Changing of the Guard Users in Solid Green Vote

SPONSORED BY:

more news | get this widget



Exhibit: A
Page: 421



Jim DiPeso is the policy director for Republicans for Environmental Protection. read full bio. see all posts by this author contact Jim DiPeso



visit the site Republicans for Environmental Protection advocates for environmental issues while adhering to the basic Republican principles of fiscal responsibility and smaller government. go



sign up for the free thedailygreen newsletter recipes • news • ideas

Win Four Little Green Children's Books!



related articles on thedailygreen.com

- The Last Fashionable SUV (Has Already Been Sold)
Mitt Romney Demonizes Environmental Protection
Nancy Pelosi Faces Off Rivals In Her Own Party
Will Ford Unveil a Hybrid F-150 Pickup?
Romney Drives Fuel Efficiency Rollback to Victory
So Make a Fuel-Efficient Luxury Car
Even Prius Can't Save Toyota Amid SUV Slump
Hybrid SUV Will Save 15% More Gas: GM
Will \$100 Oil Drive Large Vehicles to Extinction?
What the UAW Contract, NRG Nuclear and Wal-Mart Have in Common

- The 10 Most Fuel Efficient 2008 Vehicles
10 Tips: Save 20% on Gas Everyday
9 Toxin-Free Baby Bottles
Calculate Your Impact

Comments | Add a comment

7 comments so far.

detmerdebbie wrote: Bail Out Alternative

Since the auto industry is the front for big oil why not let big oil bail them out? With the record profits oil companies could easily keep their auto companies in the green!!

wednesday, november 19, 2008 at 11:04:26 am

klinken wrote: The Big-1

Every parent tells their children that, sooner or later, you will pay the consequences for your actions. Well, the big-3 are finally at the point of paying up. It was just a matter of time because we all knew that their business practices were not sustainable due to their complete lack of foresight (the Chevy Volt being the only exception). So, should we let them go bankrupt and put thousands out of work or bail them out with billions of taxpayer dollars? Both options sink. So what about a compromise? If the taxpayers are going to be forced to...

wednesday, november 19, 2008 at 08:02:43 am

twright2 wrote: Detroit bailout

I agree. Having congress being the watchdog over how their (OUR) money is being spent is like having the fox guard the hen house. I sincerely doubt that wall street is going to follow all of the rules that congress put down and Detroit will be just as bad. If the Big-3 get the money, then why not bailout the airlines, the home building business, cities, school districts, etc as well. Don't they affect a lot of people? I'm being privately coached by an online multimillionaire. Are you? http://mmm1mm.maverick66.hop.clickbank.net?

wednesday, november 19, 2008 at 07:23:40 am

Robertisgreen wrote: auto cos.

It would be a big psychological blow to the U.S. if we no longer produced cars. GM needs another year before hybrids are released. Do we want more layoffs? Only the fat cat bankers and Wall Streets should be bailed out and forgiven their errors? The immense dislocation of millions of workers would surely create more defaults and soup kitchens. Ugly picture. Make it low interest loans with solid commitments and conditions over 3 years. Then decide. I've been in Circuit City, Phalzgraf and Linens and Things and it is NOT pretty.

tuesday, november 18, 2008 at 11:35:46 pm

greengo2 wrote: The Big Three Need to Survive

Easy to say that an industry should die when you don't have a stake in it! But think of the effect it would have on the good ole USA if we let the Big Three go under. How many people would lose their jobs that work for suppliers, dealerships, restaurants, etc.? How many people would lose their homes to foreclosures? If GM were to go under and it only affected the executives and employees of GM that would be one thing but it will affect hundreds of thousands, if not millions, more people...And didn't the government just bail out the financial industry for a much more terrible behavior by giving out sub-prime loans to people that they knew couldn't afford to pay them back? Then off-loading those loans to insurers who couldn't afford to have them go into foreclosure? All they got was a \$700 billion reward, er bailout, for their actions...I agree that the executives at large companies "steal" from their companies with their huge compensation plans (many times guaranteed) but that could be a condition of getting the government aid! Don't put innocent people out of work just because their idiot executives didn't know how to run a business...but let's not reward those executives either.

sunday, november 16, 2008 at 09:56:56 am

louisgander wrote: the big 3

i could not agree more.

sunday, november 16, 2008 at 09:02:05 am

Search for a location:

Enter your city or zip code to get your local temperature and air quality and find local green food and recycling resources near you.

climate food recycling

ADVERTISEMENT

Go to Moms Like Us and share your thoughts about laundry.

Enter for a chance to win \$25,000 in gift cards for a Kitchen Makeover, sponsored by Kenmore. Enter now!

Exhibit: A
Page: 422

Monday, November 16, 2008 at 09:05:00 am

LikeSoup wrote:
WHERE TO NOW?

It's hard to know where this is all headed but truly the best way to succeed in life as an individual is to identify work you enjoy which enables you to be happy and be with your family anyway. www.LikeSoup.com
sunday, november 16, 2008 at 07:35:12 am

1

LOG-IN TO POST A COMMENT

You must be registered on thedailygreen.com to post comments. Please login using the form below or click here to join now.

username:

password:

login

forgot username/password?

The Green
Conservative

Arnold Schwarzenegger for
Climate Czar

ADVERTISEMENT

Are you younger or older
than you think?



Calendar age 43.1
RealAge® 37.4
Difference
-5.7 years



home | free newsletters | privacy and terms of use | community guidelines | press | sitemap | site index | advertise online | about us | contact us
hearsst women's sites: cosmopolitan | country living | delish | good housekeeping | harper's bazaar | house beautiful | marie claire | quick & simple | redbook |
town & country | town & country travel | veranda
hearsst men's network: popular mechanics | esquire
Copyright © 2008 Hearst Communications, Inc. All Rights Reserved. Being Green

HEARST digital media

Exhibit: A
Page: 423

NEW YORK POST

MOTOWN MENDICANTS' BAILOUT BLARNEY

By GEORGE F. WILL

November 18, 2008 –

"NOTHING," said a General Motors spokesman last week, "has changed relative to the GM board's support for the GM management team during this historically difficult economic period for the US auto industry." Nothing? Not even the evaporation of almost all shareholder value?

GM's statement comes as the mendicant company is threatening to collapse unless Washington, which has already voted \$25 billion for GM, Ford and Chrysler, provides up to \$50 billion more - the last subsidy until the next one. The statement suggests that the company's parlous condition has been caused by events since mid-September. That is as ludicrous as the mantra that GM is "too big to fail." It *has* failed; the question is what to do about that.

The answer? Do nothing that will delay bankrupt companies from filing for bankruptcy protection, so that improvident labor contracts can be unraveled, allowing the firms to try to devise plausible business models. Instead, "rescue" backers propose extending to Detroit the government's business model for the nation - redistributing wealth from the successful to the failed, an implausible formula for prosperity.

Some opponents of bankruptcy say GM mustn't be allowed to fail before it perfects batteries for its electric-powered Volt, which supposedly is a key to the company's resurrection. This vehicle was concocted to serve GM's prolonged attempt to ingratiate itself with the few hundred environmentally obsessed automotive engineers in Congress. They've already voted tax credits of up to \$7,500 for purchasers of such cars - bribes that show doubts about consumer enthusiasm for them at a price that would reflect cost.

Congress could help the Detroit Three by allowing them, when meeting fuel-economy standards, to count fuel-efficient cars they import from their overseas factories. Democrats oppose that because those imports aren't made by United Auto Workers members. Those Democrats, their rhetoric notwithstanding, really care most about the union. "Saving the planet" comes second and last comes the health of the auto companies.

Some opponents of bankruptcy stress that it might terminate health-care coverage enjoyed by UAW retirees *who are too young for Medicare*. Think about that. If people want to retire before 65, or 35 for that matter, that is their business. But there is no public interest in protecting the luxury of retirement in the prime of life just because in palmy days a private contract between a union and a corporation established it as an entitlement for all seasons.

In his new book, "The Great Inflation and Its Aftermath," Newsweek columnist Robert Samuelson recalls <http://www.nypost.com/php/pfriendly...>

11/19/2008

Untitled Document

that in 1950, when GM signed a five-year contract with the UAW, Fortune magazine celebrated this as the "Treaty of Detroit." Under "pattern bargaining," Ford and Chrysler struck similar bargains, thereby eliminating competition in labor costs. In 1950, the Big Three's share of America's domestic auto market was about 95 percent, and the VW Beetle was a barely discernible harbinger of a huge threat. The Big Three and the UAW probably didn't doubt the immortality of their oligopoly.

Six decades later, a "rescue" without bankruptcy will make those four entities wards of government. Doing so would make the five entities (including Washington) collaborators in unfair competition with America's thriving automobile industry that employs 113,000 Americans making vehicles containing many American-made components, but with foreign, mostly Japanese, nameplates.

As Detroit continues to shrink, many US jobs "lost" will be regained in this industry, and its US suppliers, as Americans continue to buy cars. (Disclosure: Mrs. Will, who drives a GM product, is a public-relations consultant for the Japan Automobile Manufacturers Association.)

The Economist reports that as recently as 2005, Americans bought more cars than did China, India, Russia and Brazil, combined. This year those four will buy more than Americans buy, but that is, potentially, good news for Detroit. In America's saturated market, there is almost one car for every person of driving age; in China there are three for every 100, and fewer than that in India.

After being restructured through bankruptcy, the Detroit Two, or One, might flourish. Let's find out. The ruinous alternative is to squander, in a doomed attempt to "save jobs," more scores of billions of scarce capital that will then be unavailable for job-creating investments in rising industries.

[Home](#)

NEW YORK POST is a registered trademark of NYP Holdings, Inc. NYPOST.COM, NYPOSTONLINE.COM, and NEWYORKPOST.COM are trademarks of NYP Holdings, Inc.
Copyright 2008 NYP Holdings, Inc. All rights reserved.

11/19/2008

motown bailout - Google Search

[Web](#) [Images](#) [Maps](#) [News](#) [Shopping](#) [Gmail](#) [more](#) ▼

[Sign in](#)



motown bailout

Search

[Advanced Search](#)
[Preferences](#)

Web

Results 1 - 10 of about 40,400 for **motown bailout**. (0.20 seconds)

Marathon Pundit: Showdown on Motown bailout

Showdown on **Motown bailout**. It's being argued by supporters of a federal bailout of the Big Three automakers that they are too big to fail. ...

marathonpundit.blogspot.com/2008/11/showdown-on-motown-bailout.html - 103k -
[Cached](#) - [Similar pages](#)

Motown bailout seems unlikely until January - JSOnline

Nov 17, 2008 ... **Motown bailout** seems unlikely until January. By David Haynes of the Journal Sentinel. Nov. 17, 2008 4:39 p.m. | ...

www.jsonline.com/blogs/news/34607859.html - 402k - [Cached](#) - [Similar pages](#)

OnMilwaukee.com Music: Neil Young weighs in on Motown bailout

In honor of the Kneel to Neil benefit tonight at Linnemans Riverwest Inn, we present the Canadian singer and songwriter – and self-avowed Ronald Reagan ...

onmilwaukee.com/music/articles/nyoungauto.html - 42k - [Cached](#) - [Similar pages](#)

MOTOWN MENDICANTS' BAILOUT BLARNEY - New York Post

Nov 18, 2008 ... "NOTHING," said a General Motors spokesman last week, "has changed relative to the GM board's support for the GM management team during this ...

www.nypost.com/seven/11182008/postopinion/opedcolumnists/motown_mendicants_bailout_blarney_139251.htm - 53k - [Cached](#) - [Similar pages](#)

No Bailout for Motown | D.C. Thornton

Mitt Romney opines in the NYT: If General Motors, Ford and Chrysler get the bailout that their chief executives asked for yesterday, you can kiss the.

www.dcthornton.com/2008/11/18/no-bailout-for-motown/ - 13 hours ago - [Similar pages](#)

Bailout Watch 141: DetN Says Motown's Too Big Too Fail | The Truth ...

Nov 3, 2008 ... **Bailout Watch 141: DetN Says Motown's Too Big Too Fail**.

www.thetruthaboutcars.com/bailout-watch-141-detn-says-motowns-too-big-too-fail/ - 54k -
[Cached](#) - [Similar pages](#)

Bailout Watch 191: The Battle Lines are Drawn | The Truth About Cars

Nov 15, 2008 ... We've already reported that the White House isn't keen on Democratic plans for a **Motown bailout**. As Automotive News [sub] reminds us, ...

www.thetruthaboutcars.com/bailout-watch-191-the-battle-lines-are-drawn/ - 55k -
[Cached](#) - [Similar pages](#)

[More results from www.thetruthaboutcars.com](http://www.thetruthaboutcars.com) »

The Localizer: Use Motown bailout bucks for the rails

Nov 15, 2008 ... Use **Motown bailout** bucks for the rails. Instead of expecting to extract promises of green and responsible behaviors from the Big Three ...

thelocalizer.blogspot.com/2008/11/use-motown-bailout-bucks-for-rails.html - 94k -
[Cached](#) - [Similar pages](#)

11/19/2008

motown bailout - Google Search

Motown Shuffle: Why a Detroit Bailout Won't Save the American Auto ...

Motown Shuffle: Why a Detroit **Bailout** Won't Save the American Auto Industry. My childhood memories are all tied up in cool American cars. ...

www.topix.com/autos/dodge/2008/11/motown-shuffle-why-a-detroit-bailout-wont-save-the-american-auto-industry - 48k - [Cached](#) - [Similar pages](#)

Bail Out Plan = Game Over for McCain - Page 4 - Motown Muscle

Bail Out Plan = Game Over for McCain Hot Topics in the News - Discussions & Debates.

www.motownmuscle.com/forums/showthread.php?goto=newpost&t=84276 - 30k - [Cached](#) - [Similar pages](#)

[1](#) [2](#) [3](#) [4](#) [5](#) [6](#) [7](#) [8](#) [9](#) [10](#) **[Next](#)**

[Search within results](#) | [Language Tools](#) | [Search Tips](#) | [Dissatisfied? Help us improve](#) | [Try Google Experimental](#)

[Google Home](#) - [Advertising Programs](#) - [Business Solutions](#) - [Privacy](#) - [About Google](#)

More >> Mobile | Michigan Smart Shopper | Moms Like Me

Make Us Your Homepage

All Articles | Community Events | Coupons | Jobs

Sponsored by

Home	Weather	Closings	Election	News	Money	Health	Take Five	Sports	Video / Photos	Contacts	My WZZM
------	---------	----------	----------	------	-------	--------	-----------	--------	----------------	----------	---------

WZZM13

Comment, blog & share photos
Join us | Become a member | Search people



Quest To Motown's Ford Field Continues

Web Editor: David Solano

Updated: 11/18/2008 5:44:11 PM - Posted: 11/18/2008 5:28:42 PM

Read Comments | Recommend | Print Article | Email | Larger | Smaller



Mich.

DIVISION 2:

Davison (8-3) vs. Muskegon (12-0) - 1 p.m. Spartan Stadium, East Lansing, Mich.

DIVISION 3:

East Grand Rapids (11-1) vs. Stevensville Lakeshore (11-1) - 1 p.m. at Otsego High School

DIVISION 4:

Grand Rapids Catholic Central (9-3) vs. Holland Christian (12-0) - 1 p.m. at East Kentwood High School

DIVISION 5:

Muskegon Oakridge (12-0) vs. Jackson Lumen Christ (10-2) - 1 p.m. at Battle Creek Central High School

DIVISION 6:

Montague (11-1) vs. Gaginaw Nouvel (12-0) - 1 p.m. at Alma College

DIVISION 7:

Traverse City St Francis (11-1) vs. Rovera (10-2) - 1 p.m. at Ferris State University, Big Rapids, Mich.

DIVISION 8:

Muskegon Catholic Central (12-0) vs. Beal City (11-1) - 1 p.m. at Cedar Springs High School

And just imagine if all of our teams advance to Motown to play for state championships?

Stay tuned for an exciting semifinal-championship run of high school football across West Michigan.

To be continued ...

David Solano

In your voice

READ REACTIONS TO THIS STORY

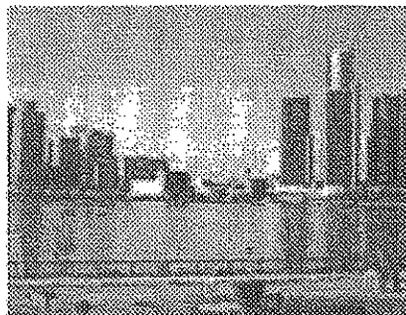
KENTWOOD, Mich. (WZZM) - Now that we've had some time to soak up what happened in that Lower-Muskegon regional game of the year, I'm still thinking about what a historic weekend this will be for high school football teams across West Michigan.

Just think about it: we literally have football teams playing semifinal games -- of course with hopes of advancing to Detroit's Ford Field to play for it all -- in all eight divisions. That is so huge.

Here's the list for your reference so take your pick on which semifinal game you're heading out to on Saturday, Nov. 22:

DIVISION 1:

Rockford (11-1) vs. Laverne Stevenson (10-2) - 10:30 a.m. Spartan Stadium, East Lansing, Mich.



Detroit, Michigan

More Grand Rapids headlines

Quest To Motown's Ford Field Continues 1 day ago

West Mich. College Soccer Teams Make Splash 6 days ago

Talent Keeps Shining in West Mich. 12 days ago

MEU Mich. Hockey Skating Along 1 month ago

Collegiate Hockey in West Mich. 1 month ago

Mich. State UM Get Ready For Hoops 1 month ago

E.K.-Grand Haven: Boys Soccer Teams Impress 1 month ago

West Mich. X-Country Teams Nationally Ranked 1 month ago

Collegiate Volleyball Teams Shine 2 months ago

What's Up On College Campus 2 months ago (1)

ADS BY PULSE 360

Get Listed Here

How I Lost 26 lbs in 2 Weeks - No Diets or Exercise. Read my true story on how I did it. As Seen on CNN & Fox
Newysteel.com

Solar Stock Pick - EYSO
Emerging Green Energy Co. Growth Stock Investment
EYSOinvestor.com

"Your Credit Score Sinks!"
A good credit score is 700+ View yours online instantly now, FREE!
www.CreditReportAmerica.com

Exhibit: A
Page: 428

You must be logged in to leave a comment. [Login](#) | [Register](#)

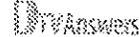
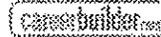
Empty comment box with a 'SUBMIT' button at the bottom left.

TABLE OF CONTENTS

HOME	NEWS Car Owners Data Center Education Elections Voter Guide Grand Rapids Lakeshore Most Popular "State" of Michigan Webmaster	WEATHER 7 Day Forecast Weather Station Michigan Coms Weather Maps Report Servers Weather	HEALTH Health Healthy You! Get Fit Allergy FBI Alert 13 Healthy Heart	SPORTS Scholar Athlete On Campus High School GAS PRICES Grand Rapids Michigan M DoJ Cases Travel Links	RECIPES WEB STUFF Podcasts Subscribe @TVers Mobile Widgets	PHOTOS/VIDEO Photos Video Weather Network Live Radar Take Five Must See Sports	ABOUT WZZM 13 Community Projects Contact Foundation Contact WZZM 13 News Reprints On Air Staff What's On TV WZZM 13 Jobs Career Builder EEO/AAE Statement FOI/PA Request Form	PARTNERS ABC.com ABC News Now Gannett Moms Like Me Michigan Smart Shopper USA Today
SCHOOL CLOSURES								
STYLING TV								
POLL 13		MONEY Lottery Super Saver Try It Before You Buy It	MORNING NEWS Blog GreenThumb Trivia			ADVERTISERS Advertise with WZZM 13		

WZZM 13 PARTNERS

Detroit Free Press - Lansing State Journal - Port Huron Times Herald - Battle Creek Enquirer - Grand Rapids Advance - Rockford Register - Greenville Daily News - Grand Haven Tribune - Ludington Daily News - White Lake Beacon - Oshtemo's Herald Journal



Home | Weather | Closings | Election | News | Money | Health | Take Five | Sports | Video | Photos | Contests | My WZZM | WZZM13

Terms of Service | EEO | Privacy Policy | Contact Us | About Us | Jobs

Copyright ©2008 wzzm13.com. All rights reserved. Users of this site agree to the Terms of Service and Privacy Policy / Privacy Rights



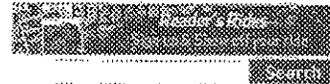
Ask Us About

Detroit Auto Show
 Instant Detroit Auto Show Access
 Free Download
[Watch Trailer](#) [Get It](#)

Avoid Filing Bankruptcy
 Get Out By GM's & Chrysler's in Hatt
 LA: The Weight On Your Shoulders!
[Place your bet on GM or Chrysler](#)

Bottom Spills The Beans
 How much contribution is making a
 low-rented sector from Motors
[Hasbro's bankruptcy.com](#)

Chapter 7 Bankruptcy
 How A Lawyer That Can Protect You
 Free Evaluation. Call Today!
[www.7180.bankruptcy.com](#)



Features Road Tests Project Vehicles Brands Tech Events Multimedia Reader's Rides Community Subscribe
 Blogs | Forums | Reader's Rides

Home » Community » Blogs » The Impending Motown Meltdown

R.I.P for the Detroit Three?
The Impending Motown Meltdown
 Posted November 13 2008 10:52 AM by Doug McCulloch
 Read under: Editorials, Big 3 & Import News, Four Wheelin' Observations, Chevy, Dodge, McCulloch



And what is to be done about it?

Get a Free Dealer

Get a Loan Dealer



Tomorrow marks the opening of the annual Los Angeles Auto Show, and we'll be there in person for exciting live (or semi-live) coverage. Normally, the LA show, which is the first big US auto show for the upcoming model year, would be a festive occasion... but alas, this is not exactly a typical year in the life of an American automaker, and we expect more than a few glum faces around the Convention Center.

At issue, of course, is the impending bankruptcy of General Motors, Chrysler, or both. GM says it needs some \$25 billion in operating capital to stay in business for the short term, and the CEOs of all three Detroit manufacturers are in Washington today, making their case to Congress for a federal rescue package. Thus far, President Bush and Congressional Republicans have been cool to the idea; President-elect Obama and Congressional Democrats are leaning in favor of it, and the result, at least until next January, appears to be a stalemate. GM, however, is warning that it may not be able to stay in business through January absent immediate assistance.

Now, an alternative for GM or Chrysler would be to file Chapter 11 bankruptcy proceedings. But Chapter 11 only really works if the bankrupt company can obtain the necessary credit to continue operations while restructuring, and given the tightness of global credit markets right now, the chances are good that GM would likely be forced into a Chapter 7 proceeding, which would probably serve as a prelude to liquidation. Aye, there's the rub.

So what would be the likely outcome if, say, either Chrysler or

User Name:
 Password:
 Yes, I'm a new member!
 I forgot my password!
 I forgot my username!
 Remember Me

SUBSCRIBE TO OUR BLOGS

EDITORIALS

- Doug McCulloch (134)
- Jason Gendeman (31)
- Ken Krubel et al (132)
- Robin Staver (23)
- Sean Holman (100)
- Steve VanSaggen (1)

TYPE OF POST

- Editorial (105)
- Features (33)
- Miscellaneous (104)
- Project Garage (11)
- Reviews (21)
- What's New (85)

MANUFACTURER

- Chevy (4)
- Dodge (8)
- Ford (29)
- GMC (2)
- Hummer (1)
- Jeep (17)
- Nissan (6)
- Toyota (8)

FOUR WHEELIN'

- Opinions (12)
- Post Four Wheelin' Events (22)
- Upcoming Four Wheelin' Events (35)

NEW VEHICLE

- Big 3 & Import News (104)

BATCHETS & RAGES

- Tech Tips (20)

WHEELIN' TRENDS

- Four Wheelin' Observations (40)
- Opinions (16)

ACTIVE POSTS

- 2004 Jeep for 2008
- 1985 Chevy compression flush
- New 1997 Dodge car
- 2007 Transfer Case

RELATED BLOGS

- The Impending Motown Meltdown

RELATED RIDES



ALL NEW 09 F-150

HIGHER INTERIORS AND PLAYERS FOR

LEARN MORE

BUILT ON STEEL

SUBSCRIPTIONS

SUBSCRIBE GET SUBSCRIPTION

Car Research Guide

- Jeep Wrangler
- Toyota Tacoma
- Ford F150
- Dodge Dakota
- Ford Bronco
- Toyota Tundra

Exhibit: A
 Page: 430

GM went completely belly-up? According to the Center for Automotive Research, a Detroit-based think tank, the best-case scenario would likely be this.

Should one or more of the Detroit Three fail in 2008, initially all US automotive operations would be affected, including international producers and suppliers. In this scenario, the remaining Detroit Three and international producers recover in 2010. The first year total employment impact would be a loss of nearly 2.5 million jobs in the US economy -- comprised of 239,341 jobs at the Detroit Three, 798,371 indirect supplier jobs and over 1.4 million spillover (expenditure-induced) jobs.

In economic terms, a 50-percent cut in Detroit Three US operations would reduce personal income by over \$125.1 billion in the first year, and a total loss of \$276.7 billion over the course of three years. The impact of this personal income loss on fiscal government operations at the local, state and federal levels include an increase in transfer payments, a reduction in social security receipts and personal income taxes paid. The net impact of all three of these categories results in a loss to state and federal governments of \$49.9 billion in 2008, \$22.7 billion in 2010, and \$24.3 billion in 2011 -- a total government loss of \$106.1 billion over three years.

But wait, there's more.

It is reasonable to expect that a permanent contraction in the US auto industry would negatively impact the auto industries in Canada and Mexico since producers in these regions rely heavily upon US-produced parts and components . . . The decline of Detroit Three production in Canada and Mexico would result in further US losses in employment, income, and government revenues.

And if that wasn't enough:

Finally, the bankruptcy of any of the Detroit automakers may have serious implications for the pension funds and the level of obligations of the Pension Benefit Guarantee Corporation, as well as funding of the nation's health care system. The Detroit Three are directly and indirectly responsible for funding the health care of 2 million employees, retirees, and dependents of their own companies and their suppliers.

So, should Washington extend a helping hand to GM and/or Chrysler? To us, the answer is a no-brainer, but what do you think? Tell us why, or why not.

Share This

Facebook Twitter LinkedIn StumbleUpon Digg

Add a Comment (Must be Registered)

User Name: Password:

Comment:

Sponsored Links

Legally Stop Foreclosure
Our Attorneys Stop All Foreclosures Plus Government Tax Losses, Payments, Foreclosure, Eviction, etc.

Bankruptcy Alternatives
More Than 500,000 Loans Stopped & Payoff In 30-90 Months. Tax Details

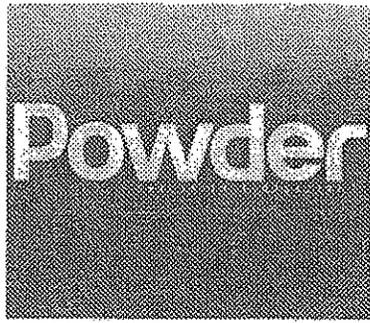
www.fredanddick.com

Exhibit: A
Page: 431

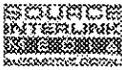
Don't File For Bankruptcy
Advice & Alternatives to Bankruptcy Get Out of Debt - Free Evaluation
www.NationalDebtAssistance.com

Avoid Filing Bankruptcy
Get Payments in Mail & Don't Pay Off. Be Debt Free Without Bankruptcy!
www.NationalDebtAssistance.com

Bankruptcy Filing Process
Complete an online assessment and see if bankruptcy is right for you
www.NationalDebtAssistance.com



[Home](#) | [Features](#) | [Car Reviews](#) | [Project vehicles](#) | [Tech](#) | [Events](#) | [Videos](#)
[Forums](#) | [Blogs](#) | [Startup](#) | [Contact Us](#) | [Subscribe](#) | [Advertiser Services](#) | [Give a Gift](#) | 
[Terms of Use](#) | [Privacy Policy](#)



© 2008 Four Wheeler,
Source Interlink Media
All rights reserved. WEB-031

Exhibit: A
Page: 432

More

News, Quotes, Companies, Video

SEARCH

Today's Paper Video Columns Blogs Graphics Newsletters & Alerts New Journal Community Log In Register for FREE

HOME U.S. WORLD BUSINESS MARKETS TECH PERSONAL FINANCE LIFE & STYLE OPINION CAREERS REAL ESTATE SMALL BUSINESS

ENVIRONMENTAL CAPITAL

Blog Search:

Daily analysis of the business of the environment by The Wall Street Journal.

< [Hands Up: Piracy the Latest Worry for Oil...](#) -- Previous | [SEE ALL POSTS FROM THIS BLOG](#) | Next -- [Careful What You Wish For: California](#) >

November 18, 2008, 8:11 am

Green Ink: Oil's Down, Motown Drowns

Posted by Keith Johnson

Crude oil futures fell to about \$54 amid signs of weakening demand, as U.S. inventories are expected to rise and Chinese growth appears to sputter, [Bloomberg reports](#). But Chinese numbers are [hard to read](#), the WSJ reports (sub reqd.): Diesel imports fell even as crude imports rose.

Russia aims to stem oil-production fears by [lowering its crude-oil export duty](#), the FT notes, but is unlikely to sacrifice government revenue just to bolster oil production. And the developers of the [Nord Stream gas pipeline](#) project insist it is still on track, despite Vladimir Putin's warnings to the contrary, also in the FT.

Congressional Democrats are pressing ahead with a [Detroit bailout package](#) even though hopes of lame-duck passage are slim, the WSJ reports (sub reqd.). Stick a fork in it, argues George Will in the WaPo: [Detroit is done](#). Don't confuse an [eco-friendly future](#) for U.S. automakers with the issue of immediate survival, warns Energy Outlook: "There are other arguments for bailing out Detroit, but if it is done on the premise that US carmakers can immediately retool to make all hybrids and plug-in hybrids, everyone involved is bound to end up severely disappointed."

Shifting to alternative-fuel vehicles is never a cakewalk, as the [trials and tribulations of Tesla](#) attest, in the WaPo. The electric roadster is "a classic Silicon Valley product — it's late and over budget, has gone through loads of redesigns, still has bugs and, at \$109,000, costs more than originally planned."

California is [doubling down](#) on its clean-energy bet as Gov. Arnold Schwarzenegger formally endorses a target of 33% of electricity from renewable energy and aims to streamline a cumbersome and fractious permitting process, at Greentech Media. Texas needs to leverage its energy expertise for clean energy, a new report argues: Even if it doesn't embrace Al Gore, [Texas should embrace clean tech](#), in the Houston Chronicle. Grist explains why using tax policy to promote clean energy means the country gets [less bang for its energy buck](#).

The EPA has to take a serious look at the [environmental implications of all biofuels](#), especially in light of the 2007 energy bill, and dispense with special favors for the ethanol industry, argues a NYT editorial. A sweet deal in Florida: Ethanol maker [Coscata and U.S. Sugar team up](#) to build a sugar-waste biofuel plant, in Greentech Media.

Europe's plans to [jumpstart clean coal](#) with a \$14 billion investment plan are running into opposition from countries that want to spend the money on existing clean tech, Bloomberg reports. Maybe baby steps are the answer: MIT researchers argue that "partial capture" of carbon emissions at clean coal plants makes economic sense and would [make coal as clean as natural gas](#), in Earth2Tech.

Finally, the U.K. is struggling to square its ambitious emissions-reduction plan with economic reality. The government hopes to [limit the use of carbon offsets](#) to spur more domestic cleanup. But Britain also has to choose between meeting its emissions targets and expanding key economic drivers like [Heathrow airport](#), both in The Guardian.

[Permalink](#) | [Trackback URL](#):

<http://blogs.wsj.com/environmentalcapital/2008/11/18/green-ink-oils-down-motown-drowns/trackback/>

The Energy Debate



Want to know where the presidential candidates stand on energy and the environment? Top advisers to John McCain and Barack Obama debate today's biggest issues, beginning with energy, in [Shaping the New Agenda](#).

[Visit WSJ.com's Environment Page](#)

Recent Comments

- okydoky on [Wal-Mart: Wind Power's Good for the Bottom Line, Even With Cheaper Gas](#)
- TheEnd on [Watch Out Below: Oil Prices Headed for \\$40. Deutsche Bank Says](#)
- Bill on [Obama: The Green Revolution Will Start With Cap-and-Trade Scheme](#)
- Rod Adams on [Power Play: Corporate Bosses Debate Energy Policy](#)
- micki on [Peak Oil: Prominent Peaker Tells Allies to \(Temporarily\) Pipe Down](#)

advertisement

Recent Posts

- [Oil Watch: So Long, \\$50 Crude](#)
- [Pirates' Tale: One Ship's Encounter with Bandits on the High Seas](#)
- [Waxing Nostalgic: Does Waxman Victory Mean Slam Dunk for Climate Bill?](#)
- [Wal-Mart: Wind Power's Good for the Bottom Line, Even With Cheaper Gas](#)
- [Green Ink: Empty-Handed Jet Set](#)
- [Watch Out Below: Oil Prices Headed for \\$40, Deutsche Bank Says](#)
- [Skyways: Airlines Will Be Greener, If Only For Thanksgiving](#)
- [Green Ink: Brother, Can You Spare a Bailout?](#)
- [Power Play: Corporate Bosses Debate Energy Policy](#)
- [Obama: The Green Revolution Will Start With Cap-and-Trade Scheme](#)

Recent Video and Audio

[Environmental Capital on NPR](#)

[Environmental Capital: Following the Greenbacks](#)

**Exhibit: A
Page: 433**

Save & Share: [Yahoo! Buzz](#) | [Share on Facebook](#) | [Del.icio.us](#) | [Digg this](#) | [Email This](#) | [Print](#)
Read more: [Green Ink](#), [In Other Papers](#), [In Today's Journal](#)
[More related content](#)

Comments

Report offensive comments to blogsadmin@wsj.com

With a falling oil price, falling tax revenues and need to decrease destructive taxes on labour and business, isn't it a brilliant opportunity to raise taxes on oil?

[oil](#)

Comment by Avfuktare vind och kryppgrund källare - November 18, 2008 at 9:08 am

A federal gasoline tax in the United States, starting at 50 cents, and rising to \$3.00 in six years, is a great idea. It would extend the huge glut of oil for years and years, and we could tranfer hundreds of billions to the US Treasury instead of oil-thug states.

But, look for the public to forget about oil for next several years. The Mother Of All Gluts (MOAG) is coming. In a global recession, about one out of every eight barrels produced will not find a home. 3 billion barrels a year. No wonder Shell is buying huge tankers for storage.

It will be the largest glut of anything, ever.

Oil will hit \$10 a barrel.

Impossible? Was 1998 impossible? And that was not even a global recession.

Comment by beany "moag" cole - November 18, 2008 at 2:09 pm

Post a Comment

Name (required):

email (required):

Comment:

Submit

ABOUT THIS BLOG



Environmental Capital provides daily news and analysis of the business of the environment. It tracks how growing green concern, particularly over climate change, is roiling established industries and spurring new ones – and how that shift is affecting investors, consumers and the planet. The Journal's Keith Johnson, who spent the past decade reporting from Europe, increasingly on energy issues, is the lead writer. The Journal's Jeffrey Ball, who has covered the auto and oil industries and now covers the business of the environment, is the blog's editor and a contributor. Environmental Capital also includes contributions from others at the Journal, WSJ.com, and Dow Jones Newswires. Write us at environmentalcapital@wsj.com.

RELATED ARTICLES AND BLOGS

[More related content](#) [Powered by Sphero](#)

OTHER BLOGS FROM WSJ.COM

- Law Blog
- Political Perceptions
- Washington Wire
- Real Time Economics
- The Juggle
- Health Blog
- Environmental Capital
- Business Technology
- The Daily Fix
- The Wallet
- Middle Seat Terminal
- MarketBeat
- Deal Journal
- Developments
- The Numbers Guy
- The Wealth Report
- Baghdad Life
- Independent Street
- China Journal
- Shaping the New Agenda
- Olympics Opinion
- The Wallet

[More](#)

Subscribe

RSS -- subscribe to updated headlines to read from anywhere on the Web. For more about RSS, click [here](#).

[Environmental Capital](#)

BLOGS FROM BARRONS.COM

- Tech Trader Daily
- Stocks To Watch Today

[More](#)

MOST POPULAR POSTS VIEWED EMAILED

1. [Mean Street: Why Everyone Hates GM](#)
2. [MarketBeat](#)
3. [Rich Cut Back on Payments to Mistresses](#)
4. [The Wall Street Journal Online - Interactive Graphics](#)
5. [Tom Daschle's Big Idea: A Fed for Health Care](#)
6. [The Worlds First Zero-Star Hotel - WSJ.com](#)
7. [Deals of the Day: Former CEO Makes Millions on Collapse of AIG](#)
8. [Best Cars for Resale Built by Honda, Toyota, VW -- Not Detroit](#)
9. [Citigroup's Troubled Tale of the Tape](#)
10. [Evening Reading: Citigroup and the End of the SIV?](#)

Exhibit: A
Page: 434

PAST POSTS

November 2008

M T W T F S S

1 2

3 4 5 6 7 8 9

10 11 12 13 14 15 16

17 18 19 20 21 22 23

24 25 26 27 28 29 30

[« Oct](#)

Sponsored Links

Lower Your Energy Use.
MyTemp™ won't heat empty rooms, keeps the rooms you use comfortable.
www.HomeComfortZones.com

Healthy Living Expo West
Reno NV, May 2009, Health, Fitness, Natural Products, Green Living
www.HealthyLivingExpoWest.com

Fresh-Air Purifiers
The Most effective solution, for indoor air pollution.
www.Ecoquest-World.com

Count on Farmers to help
Life is complicated. Life is busy. Don't worry, we're here to help.
www.takeawaytheworry.com

[Return To Top](#)

Search News, Quotes, Companies



Log in or Subscribe to access your WSJ.com Account

About:

- News Licensing
- Advertising
- Conferences
- About Dow Jones
- Privacy Policy - Updated
- Subscriber Agreement & Terms of Use - Updated
- Copyright Policy
- Jobs at WSJ.com

WSJ.com:

- Site Map
- Home
- U.S.
- World
- Business
- Markets
- Market Data
- Tech
- Personal Finance
- Life & Style
- Opinion
- Autos
- Careers
- Real Estate
- Small Business
- Corrections

Tools & Formats:

- Today's Paper
- Video Center
- Columns
- Blogs
- Graphics
- Alerts
- Newsletters
- Mobile
- Podcasts
- RSS Feeds
- Journal Community
- Forums

Digital Network

- WSJ.com
- Marketwatch.com
- Barrons.com
- AllThingsD.com
- FiLife.com
- BigCharts.com
- Virtual Stock Exchange
- WSJ Asia
- WSJ Europe
- Foreign language editions:
 - WSJ Chinese
 - WSJ Portuguese
 - WSJ Spanish

Help & Information Center:

- Help
- Customer Service
- Contact Us
- New on WSJ.com
- Tour the new Journal

Copyright ©2008 Dow Jones & Company, Inc. All Rights Reserved

Exhibit: A
Page: 435

Opinion Thoughts

Barack Obama And The Big Three

Dan Gerstein, 11/18/08, 12:00 AM EST

Detroit's bailout request is an opportunity for the president-elect to prove himself.



Congress may or may not be writing the preliminary epitaph for GM this week. But it sure seems to be playing out the perfect epilogue for the comparably bankrupt Bush era. Another big complicated challenge, pushed to the forefront by crisis circumstances. More ideological head-digging and scripted talking points from both parties in

Congress. And no effort by the White House to enlighten the public and develop consensus. Yes, we know this depressing dance by heart. Let's do the giddick again.

For many of the same reasons, the fight over the future of America's auto industry presents the perfect opening trial for Barack Obama's promise of new politics and new productivity in Washington. Indeed, all the core elements for prolonged stalemate are in place: deep philosophical differences on economic policy, a bare budgetary cupboard, mounting pressure for action from a major Democratic interest group and mounting hostility from the public to another costly bailout to big business.

I am sure that the president-elect from Chicago is not eager to be honeymooning in Detroit, not with the larger economic crisis already on his plate along with all the other challenges he is inheriting after eight years of a lame-duck government. But the mess in Motown could prove to be a blessing in disguise for Obama. It

Article Controls

- EMAIL
- PRINT
- REPRINT
- NEWSLETTER
- COMMENTS (7)
- SHARE
- YAHOO! BULL

provides a unique opportunity to test drive his new model of leadership--and if he succeeds, whether it is tomorrow or two months from now, to begin restoring the American people's confidence that the president and Congress can come together to solve national problems.

That new model of leadership is premised on a timeless understanding of American politics: a) that the true power of the presidency is the power of persuasion; and b) that persuasion usually demands engagement. This was George Bush's greatest failing. He never seemed to grasp the need, especially in this highly polarized time, to reach out to doubters and try to bring them closer to his side. Too often he seemed intent on putting the bully in the bully pulpit.

By contrast, this is arguably Obama's greatest gift. It's not just that he is infinitely more articulate than the man he is replacing--it's how Obama applies his way with words to explain his reasons, answer our questions and bridge our divisions.

In my view, that's what made Obama so appealing to a lot of independents and moderate Republicans during the campaign--the exceptional effort he made to respect and respond to differing viewpoints. When the Reverend Wright controversy reared up, he could have followed the typical, cynical damage control playbook. Instead, he went out and thoughtfully spelled out why he had maintained this relationship, how he could understand the rage behind Wright's deeply offensive

Exhibit: A
Page: 436

statements without excusing them. He failed to convince many Americans of good faith. But the fact that he risked his entire candidacy to try to explain his actions said something compelling to many others about his character.

Another telling example of Obama's explanatory knack was his handling of the Foreign Intelligence Surveillance Act (FISA) reform bill that the Senate passed this spring. Obama knew that his decision to grudgingly support this bill, which many progressives viewed as yet another capitulation to Bush, had the potential to infuriate his base of liberal anti-war supporters.

Comment On This Story

So he posted a detailed statement on his Web site, which explained the difficult balancing act behind his conclusion that the bill was a necessary evil. More importantly, he gave his supporters the space and the license to vent their frustration and challenge his decision--something that is almost never done in modern American politics. Imagine Bush inviting the Minutemen to come to one of his town halls on immigration reform.

Related Stories
Don't Count On A Detroit Bailout
Bush's Motown Turnaround
Rebuilding Global Markets
Congress' New Commerce Chief
The New President
Related Videos
New York: The Next Detroit?
Hope Rises For Detroit Lifeline
Stocks Lower, Job Cuts Abound
Dow Below 8,000
Auto Bosses Lobby For Aid

Now imagine what a difference Obama's expository instincts and talents could make in the currently intractable debate on the Democrats' auto industry bailout plan. This is a complicated issue to begin with, which lends itself to ambivalence and legitimate arguments from both sides. But what's really compounding the problem--and leading me to believe that ambivalence is the only thing that's ever going to get lent here--is the glaring absence of convincing answers to the tough questions that critics are raising.

Detroit
Barack Obama

Congress
Bailout

With Bush in opposition and Obama in transition, there is simply no powerful or trusted voice explaining to the American taxpayer why they should loan piles of cash to companies that have become world leaders in making bad products and losing money. Or why GM, its workers and the broader economy would be worse off by reorganizing under Chapter 11 bankruptcy protection. Or why it would be a risky thing to have the American auto industry dominated by foreign-owned companies. In fact, I doubt most Americans even realize that the so-called bailout is not a handout but rather a loan that would come with strict conditions.

In fairness, though, the general public knows more than enough to be justifiably angry at this unpalatable situation. They just watched a president and Congress they barely trust force a bailout for the market-crashers on Wall Street down their collective throat, while barely bothering to tell them why it is necessary (if not fair). And that was with bipartisan (albeit deeply reluctant) buy-in.

ADVERTISEMENTS

Exhibit: A
Page: 437

Now they are listening to Democrats, on their own this time, paint another doomy-gloomy picture--without really acknowledging the valid concerns many skeptics have or educating taxpayers about why a federal bridge loan is a better option for the American economy than a private bankruptcy filing. That may well be the case, but that case is not being made constructively or consistently.

Obama seems focused on filling this persuasion vacuum as president. In his interview on *60 Minutes*, he said that it is critical for presidents to be able to explain to the American people what they're doing and why they're doing it. "That is something that I think every great president has been able to do. From FDR to Lincoln to John Kennedy to Eisenhower ... They were people who were able to say, 'Here's the direction we're going. Here's why I think it's important. Here are the possible dangers or challenges. But ultimately, you know, this is gonna lead us to a better America.' And I want to make sure that I can recreate a bond of trust between the presidency and the public that I think has been lost."

The question, though, is what does he do as president-elect? So far, Obama has stuck to his "one president at a time" mantra. He has largely stayed in the background as the auto industry bailout debate plays out on Capitol Hill this week. That may be strategically smart, as well as refreshingly respectful. But it may not be politically tenable, not with the CEOs of the Big Three testifying yesterday before the Senate that the industry faces a "catastrophic collapse" without an emergency infusion of capital from the government. It's hard to step back from that without hearing wolf cries.

If Obama thinks that threat is real, he has no choice but to take off his statesman hat, put on that of salesman and begin aggressively lobbying Republican leaders and the American people for a bipartisan rescue plan. That will mean not only answering the crucial questions but also following through on his promise to get all the stakeholders to the table and extracting major concessions from each of them, including Democrats' union supporters.

As no less a progressive than former Labor Secretary Robert Reich has said, the only way for a deal to work or be politically salable is if the auto union makes some serious sacrifices. Most Republicans--and many average Americans--are just not going to swallow another big bailout plan if it is seen as a special interest payback.

On the other hand, if Obama is going to maintain his hands-off posture, maybe his first act as the Explainer-in-Chief should be to persuade his Democratic allies in Congress to idle their engines on this issue for the time being. Ratchet down the rhetoric, hold off on a vote and buy the new president some time to build the understanding and the consensus they will need to prevent Detroit from becoming No-Mo-town.

Dan Gerstein, a political communications consultant and commentator based in New York, is the founder and president of Gotham Ghostwriters. He formerly served as communications director to Sen. Joe Lieberman (D-Conn.) and as a senior adviser on his vice presidential and presidential campaigns. He writes a weekly column for Forbes.com.

Damage Control On The Street--For Now

Weak Housing Data [\[E\]](#)

Market Cowards Lose Less Money

Demanding Lower Mortgage Rates [\[E\]](#)

Exhibit: A
Page: 438

Rate This Story

Your Rating Overall Rating ★ ★ ★

Reader Comments

I see no reason to bail out the American Auto industry, other than the jobs..But even then, the American auto workers are overpaid and lazy. Their last thought is making a quality car that might reta [Read More]

Posted by snarls | 11/20/08 08:47 AM EST Report Abuse

This is indeed an opportunity for Obama, unless he goes with 'one President at a time'. GM goes bankrupt under Bush. Obama is, however, will be blamed if he does not take the reins. He can only do th [Read More]

Tags: Ford, Chrysler, GM, obama, Auto industry, blackwolf, gmac, restructuring

Posted by blackwolf | 11/20/08 08:50 AM EST Report Abuse

Unless the Detroiters get their act together to have a fairly competitive cost structure, this will go on bleeding the taxpayers for decades.

Tags: John D. Froelich

Posted by Froelich | 11/20/08 02:54 AM EST Report Abuse

Read All Comments (7)

Comment On This Story



Intelligent Investing | Data | Knowledge | Insight | Wisdom

Today On Forbes.com



Another Mood Swing For Wall Street

Carl Gutierrez
Dow ends down 5.66% in another volatile session.
Layoff Tracker
Lines Grow At U.S. Unemployment Offices
Complete Coverage: Markets



Royal Treatment Can't Save Citi



Hank Greenberg, King Of The Mountain?



Lines Grow At U.S. Unemployment Offices



Mass Production Vs. McMansions

Subscriptions

Subscribe To Newsletters

Subscriber Customer Service

ADVERTISEMENT
Forbes.com CIO Network
Forbes CIO NETWORK
DAILY NEWS
EXPERT ADVICE
RESOURCES
PEER-TO-PEER NETWORKING

SITEMAP HELP CONTACT US INVESTMENT NEWSLETTERS FORBES CONFERENCES FORBES MAGAZINES FORBESAUTOS

Ad Information Forbes.com Mobile RSS Reprints/Permissions Subscriber Services
Privacy Statement Terms, Conditions and Notices About Our Ads
2008 Forbes.com LLC™ All Rights Reserved

Exhibit: A
Page: 439

Stock quotes are delayed at least 15 minutes for Nasdaq, at least 20 minutes for NYSE/AMEX. U.S. indexes are delayed at least 15 minutes with the exception of Nasdaq, Dow Jones Industrial Average and S&P 500 which are 2 minutes delayed.

Exhibit: A
Page: 440

THE INDEPENDENT

Ian Burnett: Strictly scandalous - Beeb short-changes viewers again

Motor City: From Motown to no-hope town

Music and motor cars made Detroit's name - but the crisis in the automotive industry has created an economic and social disaster area. Stephen Foley tours the wreckage

Wednesday, 19 November 2008

It is the same odd realisation that overwhelms you at the great ruins of Central America or ancient Europe, the pyramids of Teotihuacan in Mexico or the labyrinthine streets of Ephesus in Turkey - the sense that a bustling civilisation, a hive of industry, need not even be destroyed to fall into ruin. It can just be abandoned.

Crunching across the shattered glass of so many windows, over the dust and the detritus under foot and through the weeds and even trees that have burst through the broken concrete, you find little reminders of what this place once was: the plant where the Packard motor company spat out its luxury cars to a world obsessed with the automobile and in love with the high technology coming out of Detroit, the motor city where more than three-quarters of the world's vehicles were produced.



GETTY IMAGES

The Ford Focus assembly line at the company's factory in Wayne, Michigan

It was abandoned 50 years ago, and yet it still stands, 35 acres of decaying history, accumulating a new layer of graffiti and a smattering of new oddities mysteriously dumped here. Thousands of shoes? A boat? Why on earth?

And then there are the echoes of production lines and of a corporation that survived the Depression and retooled to help the Second World War effort. Vast halls where vehicles were pieced together. A few letters stuck to the windows of the offices on the first floor, too few to make a guess as to its old occupant. Toilet seats on the floor of what used to be the ladies. The metal grid that once held the ceiling tiles has rusted and broken up and now dangles like stalactites. The copper wiring has long been stripped out of the walls by scavengers. Outside, the piles of rubble in what was once the main yard are covered by a thin layer of snow. It is cold in Detroit.

The Packard plant - once grandiloquently called Motor City Industrial Park, now more decrepitly "Mo or City In a Ur Park" - is five minutes from downtown Detroit, if not exactly the heart of the city then as close as. These modern-day ruins have fascinated for two generations, as wave after wave of lay-offs and corporate collapses has reduced the size of the Detroit auto industry, and as the city itself has been abandoned by more than half the residents who lived here in its heyday in the Fifties. From a peak population of 1.85 million, Detroit is down to 917,000, and there is simply no need to tear down the structures of the past. There are no crowds, only vacant lots every few blocks, from the heart of the city centre out into the suburbs, up to and beyond the famed 8 Mile Road that used to divide the city, racially and economically. Even the famous music label Motown Records, created in 1959, left the city in the Seventies.

Exhibit: A
Page: 441

The Packard plant is haunted by the ghost of crises past, no doubt – but perhaps also by the ghost of crises yet to come.

Because Detroit is a city under siege again, from the impersonal, unforgiving forces of the global credit crisis, and – the locals say – from the rest of the nation, which has soaked up the grim images coming out of the city for many decades and no longer has the heart to help when that is what is most needed. The bosses of the three big automakers that are at the core of the Detroit economy were on Capitol Hill yesterday, pleading for money. General Motors, Ford and Chrysler have already shed tens of thousands of jobs this decade, the latest phase of a relentless downsizing of the industry that gave Detroit its name, Motor City, and its soul. The job cuts have continued through factory automation and through increased competition – as foreign makers first learnt to make cars, then learnt to make better cars than Detroit – accelerated each time by a new recession, or in the past couple of years by the high petrol prices that have reduced demand for the gas-guzzlers that gave the Big Three most of their profits.

Now, though, is something even worse. The credit crisis has cut off loans that potential buyers need to fork out for new wheels, meaning that sales at the Big Three are down by between a 33 and 45 per cent in a year. Even a healthy industry would struggle to adjust to that. The car makers are now losing so much money they cannot even afford to write the redundancy cheques that might get them down to the right size. With credit markets frozen, they cannot get the loans to bridge the gap either.

"I've lived in Detroit for 30 years, and this is the worst that it has felt in all that time," says Robert Mutean. "We feel abandoned a bit. The country's loyalty is not where it should be."

He is browsing listlessly in the gift store at Ford Field, home of the local American football team owned by Bill Ford Jnr, the chairman of the car company. The Detroit Lions are halfway through the season and, without a win, are becoming a pitiful metaphor for the city. Mr Mutean, 36, is not one of the 240,000 people employed by the Big Three, but he is one of the hundreds of thousands whose livelihoods depend on them, since he works for a shipping company that moves cars out of their factories and supplies in. As many as three million jobs could be lost if all three firms go bust as the effects ripple through the US and cause a convulsion in the economies that rely heavily on auto industry jobs, according to a recent study by the Centre for Automotive Research.

In a nail salon across from GM's glittering headquarters – the six-skyscraper Renaissance Centre it has been trying in vain to mortgage to stave off bankruptcy for a few more weeks – Christine Passerini is worried. One way or the other, she says, a majority of her clients are connected to the industry – and she is bitter about the environmentalists on the West Coast who oppose bailing out Detroit. "In California they are saying they want us dead. Dead. But we keep that state going, too, through the auto industry," she says, adding that supplier and dealer jobs are spread across the US. "And they have just put on the Los Angeles motor show."

In the Ford Field store, Mr Mutean says: "I blame American companies for shipping jobs overseas. The people that the automakers have let go are the people who would otherwise have had the money to buy their product – and it is an endless cycle downward now. What do you expect when you lay off 30 or 40 per cent of your workforce?"

Ford's rise to pre-eminence came when the self-reinforcing spiral was upwards, after Henry Ford, its legendary founder, doubled his employees' pay in 1914 to an unprecedented \$5 an hour, attracting skilled workers from around the country to Detroit and putting the mass-produced Model T within reach of the ordinary consumer.

It was in Highland Park, the city-within-a-city four miles from downtown Detroit, that Mr Ford transformed the industry with the world's first car assembly line. That pioneering factory is long closed now, as is the old Chrysler headquarters that used to be round the corner and its Arsenal of Democracy sign that stood before the gates when the industry retooled for the war effort. Instead, Highland Park is struggling on

Exhibit: A
Page: 442

its former self, in fact winning some new businesses to the area but still blighted by unemployment rates that are above 30 per cent.

The deleterious effects across Detroit of abandoned and burnt-out homes has been greatly exacerbated by the sub-prime mortgage debacle, which first lured tens of thousands of people into loans they could not afford and then spat them out of their homes through foreclosures.

For the few residents who braved the cold on Monday night, a local council meeting in Highland Park was headlined by concerns about crime. Mayor Hubert Yopp's warnings included to call ahead before getting home so someone in the house could meet you, and to move your car repeatedly while shopping.

Crime is the most serious of numerous afflictions for a neighbourhood that has already suffered the decline that many more areas have experienced. "When an area loses 5,000 people, that is \$6m in property taxes and water purification revenue that is just gone," says Chris Woodard, a councilman. "Clearing the weeds, shovelling the snow off the sidewalk, it takes money. This city is in a financial emergency."

How much more of Detroit, how many of the still-vibrant neighbourhoods close to the remaining car plants and supplier factories, will soon experience the struggles of Highland Park?

On Capitol Hill yesterday, as in an online video posted on YouTube and in other lobbying efforts, the Big Three are arguing that they are just as integral to the functioning of the US economy and the employment of American people as the banks of Wall Street that have been bailed out so far.

Certainly the closure of one plant, the bankruptcy of one automaker is not the end of it. Across the road from Packard, another abandoned building carries the sign: Arlan's Discount Store. And another: USA Food Center. Beyond, another vacant lot with the ghosts of who knows what other stores, or bars, or diners that used to service the thousands of workers here.

Motor City: A legend in cars and music

* Detroit, the state capital of Michigan, was founded as a fur trading post in 1701 by the Frenchman Antoine de la Mothe Cadillac.

* Henry Ford started his automotive factory in the city in 1903 and invented the assembly line in 1913. The Big Three – General Motors, Ford and Chrysler – made Detroit their headquarters and Motor City became an industrial powerhouse. In 1955 four out of every five cars sold globally was US made, half of them by GM.

* Detroit is the 11th most populated city in the US, with 900,000 inhabitants, but that is only half what it was in the 1950s boom days.

* Detroit was for much of the 1960s the music capital of America, famous for a style of soul music known as the Motown Sound. This was characterised by the use of tambourine, strings, horn and "call and response" gospel-style vocals. Motown Records, the label founded by Berry Gordy in 1959 launched the careers of Diana Ross, The Four Tops, Marvin Gaye and Stevie Wonder. The label left town in the 1970s and the empty former headquarters of Tamla-Motown was demolished in 2006 for a car park.

Interesting? Click here to explore further

ADVERTISER LINKS

Pension | Home Insurance | ISA | Credit Score | Christmas Gifts

Exhibit: A
Page: 443

Woman Handbag and Purse on Sale

Offer high quality luxury bags, wholesale fashion leather handbag....

www.e4bag.com

Credit Report Score

Credit Reporting and How Your Credit Score is Determined....

www.credit-score.me.uk

Cut Price Holidays

Flights, Villas, Hotels, Apartments, Car Hire, Ranging Worldwide....

www.travel-haven.com

©independent.co.uk Legal Terms & Policies | [E-mail sign-up](#) | [RSS](#) | [Contact us](#) | [Syndication](#) | [Work for INM](#)
| [Advertising Guide](#) | [Group Sites](#) | [London Careers](#)

Home / Arts

Search National Post

Submit

Motown Slowdown: How is Detroit's economy affecting the city's music scene?

Ben Kaplan, National Post

Published: Wednesday, November 19, 2008



Clockwise from top left: Eminem, The White Stripes, The Hard Lessons, Kid Rock, Brian Vander Ark of The Verve Pipe and Aretha Franklin.

More On This Story

Motown filmmaker Norman Whitfield dies in U.S.

Detroit auto makers reel under huge losses

The Ampersand: Jack White's ode to Detroit

Related Topics

Entertainment

Music

Clarence Frank

Eminem

Joseph Bruce

Photo: iStock

Story Tools

Change font size

Print this story

E-mail this story

Share This Story

Facebook

Digg

Stumble Upon

More

Story tools provided by



The auto industry crash is sending the Detroit music scene into a tailspin. According to Detroit-based musicians, it's not just the Big Three auto companies that need a bailout - musicians are also taking a hit.

"With thousands of job losses, who do you think is coming out to see shows?" says Brian Vander Ark, former lead singer of The Verve Pipe. "I watched the Senate hearings; these executives all want a golden parachute. It's difficult to get people to buy tickets now, and that has everything to do with the auto industry."

Detroit has a storied musical history, from Motown to Madonna, Bob Seger to The White Stripes, Derrick May to Eminem. But according to Laveil Williams, manager of the influential Detroit record store Record Time, city musicians are ailing, and there's no one in Washington asking for a US\$25-billion lifeline for them.

"The automakers affect everything - it's plant city around here," says Williams, mentioning that Record Time had to close their second location in March. "It's not only people working at Ford, Chrysler and GM, but engineers, people who work in salons, in advertising - the only thing not affected is porn."

Fellow Detroit musicians The Insane Clown Posse started their record label in 1991. The group is made up of shock-rappers Joseph Bruce and Joseph Utaier who wear bizarre

Exhibit: A
Page: 445

face makeup, used to feud with Eminem and have sold 10 million records. They say Detroit's musical landscape is disappearing under their feet.

"When we came out, let's say it took three days to hit all the music stores in metro Detroit," says Bruce, known by his moniker Violent J. "Today, you could go to all the stores in half a day. There's nobody left."

There are currently nine local acts on the band's Psychopathic Records label. Bruce says nearly all of them have some connection to the auto industry.

"My step-dad worked for Chrysler, but Detroit is more than just those big companies; lots of the smaller auto companies packed up and left a while ago," he says. "Used to be those auto jobs were considered the best jobs to have. Now all those people are just like musicians - trying to hang on for dear life."

Of course, many musicians have already moved music sales to the web. Angie Visocchi is the lead singer of The Hard Lessons, a group many feel is Detroit's best local band. He sees a parallel between the music and auto industries.

"Everyone in my family works for either Ford or General Motors," Visocchi says. "They're not even holding their breath as much as prolonging the inevitable. The old mediums aren't working anymore. We're both working for dinosaurs."

The Hard Lessons recently released four EPs independently and toured in between release dates. Like Vander Ark, who has a "living rooms and lawn chairs" tour every summer - in which, for US\$500, the singer who has sold three million records performs a custom-made setlist in your home - The Hard Lessons survive on the road.

"The music scene here has collapsed," Visocchi says. "Four or five years ago, GQ or some crazy magazine was doing a story about your local bar. Now you have to work a lot harder for it than just showing up."

Resiliency, though, seems to be a common thread linking Detroit's music scene. Dianna Frank is a former manager of St. Andrews Hall, a venue which once hosted Nirvana and whose basement club The Shelter was made famous in Eminem's film 8-Mile. Frank has seen her town hit before with layoffs. She says sometimes that's when the best music gets made.

"I don't think you can find a room anywhere in the Midwest as packed as it once was," Frank says, "but the arts tend to rise in hard times. Economic recessions, the auto industry meltdown - artists may not be able to make a living, but they'll still be out there making music. A lot of good music comes out of bad times."

Get the National Post newspaper delivered to your home

More From National Post

- Motown Slowdown
National Post - Thursday, Nov 20, 2008
- Loss of Big Three has dramatic and national Post - Thursday, Nov 6, 2008
- Aut Package hits A Speed Bump
National Post - Saturday, Nov 15, 2008
- CARMAKERS PLEAD FOR CASH
National Post - Wednesday, Nov 19, 2008
- GM's U. S. sales at post-9/11 low
National Post - Tuesday, Nov 4, 2008

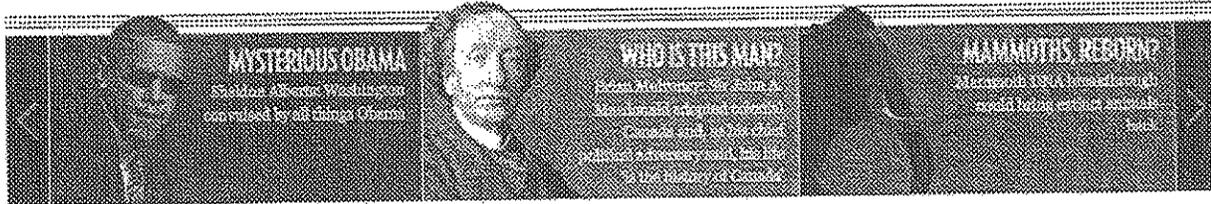
More From the Web

- Alling GM scales back presence at L.A. Auto Show
Detroit Post-Intelligencer - Thursday, Nov 20, 2008
- US STOCKS-S&P drops 4 percent on U.S. slide, Detroit blues
Reuters - Thursday, Nov 20, 2008
- Live Video: Lawmakers Speak n. FOX 35 Ontario (WCFX) - Thursday, Nov. 20, 2008
- Big 3 Behind Talks Revisited
Canadian News - Thursday, Nov 20, 2008
- Big Three Carmakers Have Spent Big On Congress
Huffington Post - Thursday, Nov 20, 2008
- Auto stocks soar as Congress reaches bipartisan bailout pact
Quintain UK - Thursday, Nov. 20, 2008
- Three Blind Mice
KRCR-TV 4M 90.1, San Francisco - Thursday, Nov 20, 2008
- What if Carmakers Stopped Advertising?

Exhibit: A
Page: 446

Came to biz centered plan from Detroit?
Oscar's Detroit - Thursday, Nov. 20, 2008

Portfolio.com, Daily Brief - Thursday, Nov. 20, 2008
Senate Cancels Vote on Doomed Auto Bailout
USNews.com Video - Thursday, Nov. 20, 2008



Ads by Google

Buffett Spills The Beans
Little known confession is making a few investors richer than Midas
HiddenValueAlert.com

Car Refinancing
Refinance Your Loan & Lower your Monthly Payments. Apply Online Now!
financial.WellsFargo.com

Motown News
Photos, articles and interviews
Read the breaking news right now
examiner.com

Services: Privacy | Terms | Contact us | Advertise with us | FAQ | Copyright and permissions | Today's paper | Digital paper | Newsletter | Your Post | News Feeds | Subscription services | Site map
National Post: Home | News | Opinion | Arts | Life | Sports | Cars | Multimedia | Your Post | NP Network Blogs
Financial Post: Home | Analysis | Trading Desk | Markets | Money | Small Business | Careers | Reports | FP Magazine

National Post and Financial Post are Part of the

Network. Browse the [Canada.com Network](#)

© 2008 The National Post Company. All rights reserved. Unrestricted distribution, transmission or reproduction strictly prohibited

Exhibit: A
Page: 447