

100 Years

**THE CENTENNIAL OF THE AMERICAN AUTOMOBILE
AND THE MODERN OLYMPIC GAMES**



GM General Motors

LET THE HISTORIES BEGIN!

The men and women of General Motors are proud to bring you *100 Years: The Centennial of the American Automobile and the Modern Olympic Games*. This is a very special year for General Motors and the sports world as we celebrate the 100th anniversaries of both the American automobile and the Modern Olympic Games. While the past century covered but a fraction of human history, the people and events that encompass these two phenomena have tremendously affected our current culture. This special souvenir publication provides a poignant and entertaining illustration of each.



We share more than a centennial with the Olympic Movement. The global competition and superb performances that make the Olympic Games so exciting and fascinating are strikingly similar to what we as a car and truck maker are about. The contents of this publication celebrate and intertwine those rich twin histories in a way that we hope will enhance not only your enjoyment of the Olympic Games, but also your appreciation of the significant role the automobile plays in our world and General Motors' part in it.

Today's standards, in both sports and transportation, were undreamed of when athletes from around the world converged at Athens to stage the first Modern Olympic Games. The notion of a horseless carriage proving itself practical and reliable seemed no more realistic then than did a 3:50 mile, an 18-foot pole vault or a long jump approaching 30 feet. Yet those seemingly impossible standards of yesteryear are exactly the ones today's Olympians compete against. The automobile, too, has evolved, from

the single-cylinder buggy first driven by Ransom Eli Olds one hundred years ago into something that is today a testament to automotive technology and human achievement.

As far as improving on our products, 1996 will be no different than any other year for our company. Today's General Motors automobiles need to meet ever-higher standards. The global marketplace is tougher and the pace of technological change faster than ever before. Our customers are demanding safety, fuel economy, performance, styling and overall value in all General Motors products. Those are the standards we must meet. We welcome the challenge.

One of the things we enjoy best about the Olympic Games is that the athletes do not compete only against each other. They are driven by an internal quest, as well. Each one has a personal best, and beating that personal best is one of the subplots of the Olympic Games that is so fascinating. It's no different in our business, where every one of us at General Motors—from headquarters to the assembly floor—is challenged every day to do his or her job better than before. The end result is a quality car or truck.

We welcome you to *100 Years: The Centennial of the American Automobile and the Modern Olympic Games*. Join us as we look back at the history and spectacle of the Games and the American automobile. As we recall these two remarkable success stories, let us all look forward with pride and optimism to a second century of even greater success.

DRIVING THE OLYMPIC SPIRIT

SPECIAL THANKS TO THE FOLLOWING INDIVIDUALS AND INSTITUTIONS. THEY WERE INVALUABLE IN THE PREPARATION OF THIS PUBLICATION: DETROIT PUBLIC LIBRARY/NATIONAL AUTOMOTIVE HISTORY COLLECTION: SERENA GOMEZ, MARK PATRICK; GENERAL MOTORS BUSINESS LIBRARY: SUZANNE PETRE; GENERAL MOTORS MEDIA ARCHIVES: KIM SCHROEDER, JOE SHIVELY, JOHN KINGS, JOHN ROBERTSON, JOHN SANFORD, RUTH VAN HOUTON; U.S. OLYMPIC COMMITTEE: BARRY KING, GIGI ZVONKOVICH, MICHAEL AYLWARD; GRAPHICS EXPRESS: PAT ACKAD, MIKE BURNHAM; DON ZHENG.



•1967 CAMARO SS

TABLE OF CONTENTS

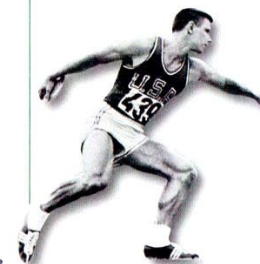
CENTENNIAL ESSAYS

- 2 Putting Americans Behind the Wheel
BY MARSHALL SCHUON
- 4 Uniting the World Through Sports
BY JAMES MICHENER
- 18 The Joy of Driving
BY CLAYTON S. COLLINS
- 34 My Country 'Tis of Me
BY BONNIE BLAIR
- 42 Entertaining Autos
BY TIM KISKA
- 50 Couches of Fire
BY JOHN WELSH
- 64 Future Cars
BY KATHRYN C. KUKULA

•AL OERTER

GENERAL MOTORS DIVISION HISTORIES BY MIKE KNEPPER

- 6 Oldsmobile
- 12 Cadillac
- 20 Buick
- 36 Pontiac
- 44 Chevrolet



52 GMC Truck

58 Saturn

WORLD-CLASS

PERFORMERS BY BOB WOODS

- 7 Jim Thorpe
- 13 Jesse Owens
- 21 Sonja Henie
- 37 Bob Beamon
- 45 Babe Didrikson
- 53 Spiridon Louis
- 59 Tommy Moe

25 GENERAL MOTORS & OLYMPIC TIMELINES

OLYMPIC FLASHBACKS BY BRUCE HERMAN

- 11 The Games of 1896, 1900, 1904, 1906
- 17 The Games of 1908, 1912, 1920, 1924
- 33 The Games of 1928, 1932, 1936
- 41 The Games of 1948, 1952, 1956, 1960
- 49 The Games of 1964, 1968, 1972
- 57 The Games of 1976, 1980, 1984
- 63 The Games of 1988, 1992, 1994

100 Years: The Centennial of the American Automobile and the Modern Olympic Games is published for General Motors Corporation by Cadmus Custom Publishing, 376 Boylston Street, Boston, MA 02116-3812, (617) 424-7700. Project Director: Katherine Bell-Wills; Publication Director: Hilary K. Laraba; Editor: Bob Woods; Design: Shostak Studios; Staff Editors: Karen English, Sue Khodarahmi; Production Director: M. Jane Bulger; Production Manager: David M. Pace; Rights & Permissions: Thea Shapiro; Production Artist: Douglas Arnold. Copyright ©1996 by General Motors Corporation. All rights reserved. Reproduction by any means of text, photograph or illustration without prior written permission from the publisher is strictly prohibited.

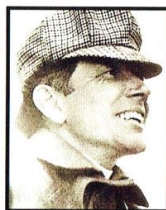


PUTTING

AMERICANS

By MARSHALL SCHUON

BEHIND THE WHEEL



WILLIAM C. DURANT

For technophiles, it's always something. I remember once thinking that wind-up trains were neat. And there was radio and Abbott and Costello. Then television came along. Wow-zowie! And that's not to mention transplant surgery or computers or satellites and the information superhighway. Even the youngsters among us have seen a lot, and it's all been magic

Fun, too. Well ... maybe not the surgery. But all the rest – the dabbling with electrons, the levers and gears and wires and wheels – all of that has made life a constant wonder. And it is sometimes amusing to ponder which will be the most important technology of the 20th century. Amusing, but not really so much of a challenge, because all you have to do is look around. The automobile wins, hands down.

The car gave America its freedom. It spread the populace and boomed the economy. The automobile sculpted the landscape at the same time that it transformed the nation's psyche, and it did all that in ways that might have made even the most visionary of the early inventors do a double-take.

We know their names, of course, people like Ransom Olds and Billy Durant. And if we look back, we see that the pioneers perfected their art in the mid-1890s. The contraptions chugged and bucked, but they were eminently high-tech 100 years ago, and their makers finally presented the vehicles to an adoring public at America's first auto show in the original Madison Square Garden.

According to *The New York Times* of November 4, 1900, the show was a society event nonpareil. Like today, the electric car was thought to be the wave of the future, and electricians dominated the displays by 70 manufacturers – “some from as far west as St. Louis,” the newspaper noted with a touch of awe. But also like today, batteries had their problems, and gasoline became the way to go.

One of the businesses that benefited from the public's burgeoning affair with what was then called “explosive” power was the Olds Motor Vehicle Company of Lansing, Michigan, which had been organized in 1897. Its Curved Dash model, the single-cylinder “Merry Oldsmobile,” was as much of a hit

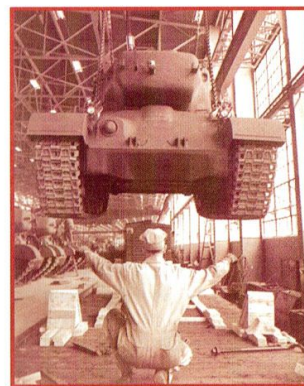


GM BUILT CARS AT THE 1933 WORLD'S FAIR.

in the flesh as it was in song – and it became a prime target for William Crapo Durant, who already had control of Buick when he organized the General Motors Company in 1908.

It was said that Durant “could charm a bird right out of a tree,” and Olds soon joined Buick under the GM umbrella. Oakland (later known as Pontiac) and Cadillac became divisions in 1909, and Chevrolet was added in 1918. In fact, more than 30 companies joined GM between 1910 and 1920, when the corporation made seven lines of automobiles, GMC trucks and many of the industry's parts.

Growth came rapidly, but General Motors was still a far cry from its status today as the world's largest corporation. Technological advances helped, as did the economy of the Roaring Twenties, but it was the styling of the next decade that helped GM ride out the Depression. The stylists, under the legendary leadership of Harley Earl, pushed and prodded the cars' bodies to create the look of motion. Fenders became more integrated, and running boards began to disappear. The future was in sight.



BUILDING TANKS FOR WORLD WAR II.

During the thirties, too, GM rediscovered the public appetite for glimpses of that future. The most popular exhibit at the 1933 Chicago World's Fair was the corporation's Science and Technology display, and clever marketers decided to put the show on the road. Over the years, a parade of streamlined red-and-white vans carried it to 251 towns in the U.S., Mexico and Canada, demonstrating such marvels as the microwave oven and stereophonic sound. World War II put an end to the tour but not to the idea, and GM has now and then revived its mobile window on tomorrow.

The war also put a temporary end to auto production, but the corporation's long experience of working with specialized outside manufacturers stood the nation in good stead. More than 20,000 suppliers and subcon-

tractors joined the mammoth effort to turn peacetime production into a formidable war machine, abetted by GM's assembly plants.

Instead of Buick Centurys and Cadillac Fleetwoods, planes and cannons rolled out of the plants. Instead of Chevys and Pontiacs and Oldsmobiles, there were tanks and olive-drab trucks. And GM sent forth its know-how as well, training more than 60,000 Army and Navy technicians to service the equipment.

Along the way, the corporation learned a lot itself, and it applied the new technologies to its cars and trucks in the decades that followed – although flamboyant styling occasionally overshadowed the wizardry under the skin. Bodies with fins and flashy paint covered novel automatic transmissions and high-compression engines. There were wraparound windshields and port-holes in the fenders. “Longer, lower, wider” became the watchwords, and GM revived its earlier road show with the popular Motoramas, exhibits that moved from city to city to display the newest thinking and concepts of the future.

Chevrolet's Corvette was born in 1953, becoming the first and only true American sports car. Racing also became an important marketing tool, and GM engines have long dominated the competition. Sponsorship proved

valuable, and 33 GM vehicles have paced the Indianapolis 500 over its 78-year history, leading the pack in the quintessential American race.

General Motors leads the Fortune 500, and its 693,000 workers make it the world's largest private employer. Annual receipts of about \$155 billion also produce the profits shared by its one million shareholders, but GM's impact goes far beyond that.

In the U.S., its 284 operations help to build the economies of 158 communities and 35 states. There are 21 facilities in Canada alone, and GM has locations in 49 other countries around the globe, all of which explains the huge neon torch that illuminates the corporate show-

“A quality automobile doesn't happen by chance. It's a hard working thing.”



room at the General Motors Building on Fifth Avenue in New York City. As an official sponsor of the U.S. Olympic Team, General Motors is what the world of athletics calls a “natural.” ■

Marshall Schuon is the former automotive editor for The New York Times.

UNITING THE WORLD THROUGH SPORTS

A 'classic watcher' recalls the memorable athletes and their triumphs and struggles that he witnessed in the first century of the Modern Olympic Games

A principal glory of the Olympic Games, perhaps the major athletic contest in the world, is the fact that athletes from all parts of the globe participate. Contestants have an opportunity to meet young people from different lands, and the audience becomes familiar with countries they did not know before.

In that respect I am the classic watcher of the Olympic Games, as I've been around since just before the Games of the IV Olympiad and we are now on the verge of the XXVI Olympic Games. My first taste of the excitement came in 1924, when my high school teacher said with breathless emotion, "A wonderful thing is happening in Paris, where an incredible runner from Finland, named Paavo Nurmi, is running faster than anyone else." We became partisans of The Flying Finn, who set an Olympic record in the 1500-meter race and, less than an hour later, in the 5000 meters.

In 1928, a glorious Nordic elf, 15-year-old Sonja Henie of Norway,

exploded on the Olympic scene like an incandescent comet, winning the gold in figure skating. She continued through the years as a three-time Olympic champion, a Hollywood movie star and the major figure in ice skating extravaganzas. When she died of leukemia at the age of 57 she had amassed a fortune of more than \$47 million.

Lord David George Brownlow Cecil Burghley of England starred in the 400-meter hurdles in 1928. He was a true blue-blooded nobleman, heir to the Marquess of Exeter. I met him at the University of Pennsylvania relays just before the Games, and I was overjoyed when he won the gold in Amsterdam, and finished fourth four years later in Los Angeles. He was not only a splendid sportsman, but also a major political figure who served in Parliament, as governor of Bermuda and as the leading figure on London's Olympic Organizing Committee for the 1948

Olympic Games.

In 1932, at Los Angeles, my Polish friends goaded me to cheer for their woman phenomenon, Stanisława Walasiewicz, who won the gold in the 100 meters. In the years that followed, running as Stella Walsh, she won scores of gold medals in lesser meets, and I applauded. A magnificent champion, she then passed from sight. In 1980, she was shot to death in a holdup in Cleveland that went awry. Following an autopsy, the coroner discovered that Walsh had fooled the world and was, in reality, a man. My Polish friends were desolate.

At the Berlin Olympic Games in 1936, the black American Jesse Owens performed miracles in foot racing and long jumping, breaking Olympic and world records on his way to four gold medals. The sensation of the meet, he was idolized by the German people but ignored by Adolf Hitler, who had been peddling the Nazi myth: "Blond German Aryans are vastly superior to black Americans." When Owens blasted that theory, Hitler only grudgingly agreed

IN 1924, MY HIGH SCHOOL

TEACHER SAID, 'A WONDERFUL

THING IS HAPPENING IN PARIS'

to congratulate him.

It was not until 1948 and the London Olympic Games that I learned of a remarkable athlete from the Netherlands, Fanny Blankers-Koen. A housewife and mother of two, she already had set six world records – in the 100-meter dash, the 80-meter hurdles, the high jump, the broad jump and as a member of two relay teams – by the time the Olympic Games were suspended during World War II. When the Games resumed, she was 30, but

she startled the world by winning four gold medals. She proved to be a marvelous champion, soft-spoken, witty and self-effacing.

In 1952, at the Helsinki Games, the Czech long-distance runner Emil Zátopek achieved an amazing victory in the marathon, an event for which he was not really qualified. His favorites were the 5000-meter and 10,000-meter races, in which he had won gold medals at the preceding Olympic Games. Without even one trial run of the punishing 26.2-mile distance, Zátopek went blithely to the starting line. He ran easily, chatting with his fellow runners along the route – and won by a huge margin. In all, he won four Olympic gold medals and set 18 world records.

At the Tokyo 1964 Games, a mountain of a man hove onto my horizon – Al Oerter, the American who had won the discus throw in 1956 and 1960. I became one of his loudest supporters when he mustered up a gigantic toss and clinched his third gold. Four years later at Mexico City, he competed in his fourth Olympic Games but appeared to have little chance of winning. In the early tries he dragged along behind seven younger and stronger men, but when the chips were down he uncorked a prodigious toss of 212 feet, 6 ½ inches, longer than he had ever thrown before. That gave him his fourth consecutive gold medal.

Also at Mexico City I watched with pride as two tall U.S. speedsters, Tommie Smith and John Carlos, won first and third finishes in the 200 meters. Many Americans like me applauded their victories, but later

when the time came to mount the victory pedestal while "The Star-Spangled Banner" played, the two victors did not place their hands over their hearts in salute. Instead, to the surprise of all and the anger of many, they raised their black-gloved fists to show support for black protest movements in the United States.



In 1976, at Montreal, I watched in person as Nadia Comaneci, an impish 14-year-old from Romania, made Olympic history with her exquisite perfection in the various components of women's gymnastics. She scored seven perfect 10s and won three gold medals. I remember the issue of *Time*, with its breathtaking cover photograph of Nadia and the words "She's Perfect." Politics again interfered with the

IN 1976, AT MONTREAL, I WATCHED IN PERSON AS GYMNAST NADIA

COMANECI MADE OLYMPIC HISTORY

Olympic Games in the eighties, though nothing could obscure my cheering of the marvelous performance turned in by Ethiopia's long-distance runners at the U.S.-boy-cotted Moscow Games in 1980. Exemplary was the enigmatic Miruts Yifter. Not only had he mysteriously missed the start of the 10,000-meter race at the 1972 Olympics, but was blocked from competing four years later when his nation boycotted the Montreal Games. In Moscow, a final burst gave him a long-awaited victory in the 5000 meters.

I've lauded many Olympians, of both the Summer and Winter Olympic Games, since then: the remarkable Carl Lewis, who matched Jesse Owens' four golds in Los Angeles in 1984; German figure skating queen Katarina Witt, winner in 1984 and 1988; the incomparable Greg Louganis' dominance of the diving events those same years; and Nancy Kerrigan's courageous silver-medal performance in figure skating at Lille-

hammer in 1994. To my Olympic journal, I expect to add this summer: "At the 1996 Games, I saw a performer" And my list will be completed. That is, until the winter of 1998 when yet another international group of Olympians will come together in Nagano, Japan. ■

James Michener is one of America's preeminent writers and a lifelong fan of the Olympic Games.

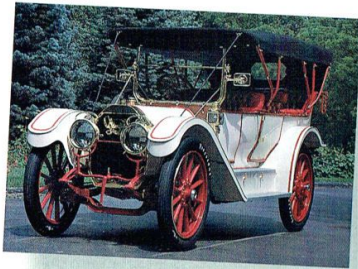
OLDSMOBILE



•1996 AURORA



•1973 CUTLASS SUPREME



•1911 LIMITED 7-PASSENGER
TOURING CAR



•1958 SUPER 88



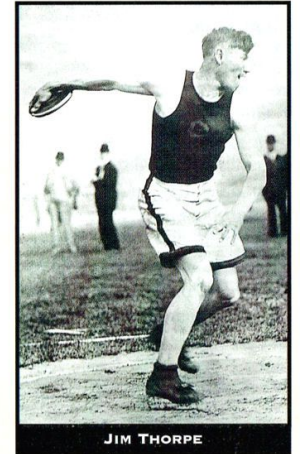
•1968 HURST/OLDS



•THIS 1946 MAGAZINE AD
TOUTED THE CONVENIENCE
OF OLDSMOBILE'S FAMED
HYDRA-MATIC TRANSMISSION.

World-Class Performer

James Francis Thorpe's Indian name was Wa-tho-huck, which means "Bright Path." Of French and Irish descent, as well, Thorpe is a shining example of Olympic greatness. At college, he was a football All-



JIM THORPE

American who also excelled at baseball and track, his entrée to the Stockholm 1912 U.S. Olympic team. Thorpe's performance at the Games was stunning: he dominated the pentathlon and decathlon, finished fourth in the high jump and seventh in the long jump. But when he admitted that in college he'd been paid to play minor league baseball, the genial athlete was stripped of his medals. He played pro football and baseball until 1929, then got by working at odd jobs. Named in 1950 by the Associated Press as the greatest athlete of the first half of the century, he died a poor man in 1953. Forty years of efforts to reinstate Thorpe's medals ended when they were finally presented to his children in 1983.



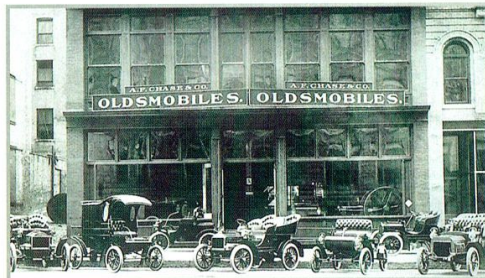
The history of the automobile in America is, in the grand scheme of things, a short one. Just 100 years ago, in 1896, America was put on automobile wheels, and an Oldsmobile was soon on the scene.

The nation's oldest continuing marque was created as the Olds Motor Vehicle Company in Lansing, Michigan, on August 21, 1897. With the exception of a few years when operations were moved to Detroit, Oldsmobiles have been built in Lansing ever since.



• A 1903 CURVED DASH WAS DRIVEN COAST TO COAST IN 73 DAYS.

This long tradition truly began in 1880, when Pliny Fisk Olds moved his family to Lansing from Ohio. There he set up a machine shop that eventually produced steam- and gas-powered engines. In 1896, Pliny reportedly told his 32-year-old son, Ransom Eli Olds, to “build one carriage in as nearly perfect a manner as possible.” The carriage was of the horseless variety that was then all the rage.



• 1904 MINNEAPOLIS DEALERSHIP

Ransom, who already had a background developing all types of engines, went to work. He used one of his father’s gas engines and a carriage body typical of the time. In September of that year, Ransom drove the first Oldsmobile – a single-cylinder, six-horsepower car – on the streets of Lansing. However, sales of engines alone were so brisk at the time that Olds Motor Vehicle was able to produce only four passenger vehicles during the next several months.

On May 8, 1899, the Olds Motor

Works was incorporated and its operations were moved to Detroit, where a large factory had been built. The engine works remained in Lansing. During its first year of operation, Olds turned out 11 different electric and gasoline vehicles. At the same time, the company developed a reliable, inexpensive, gas-powered runabout. The car, dubbed the Curved Dash Olds because of the distinctive shape of its footboard, went on to become the most popular car of the period. But before significant production could begin, disaster struck. Olds’ Detroit plant burned to the ground in 1901.

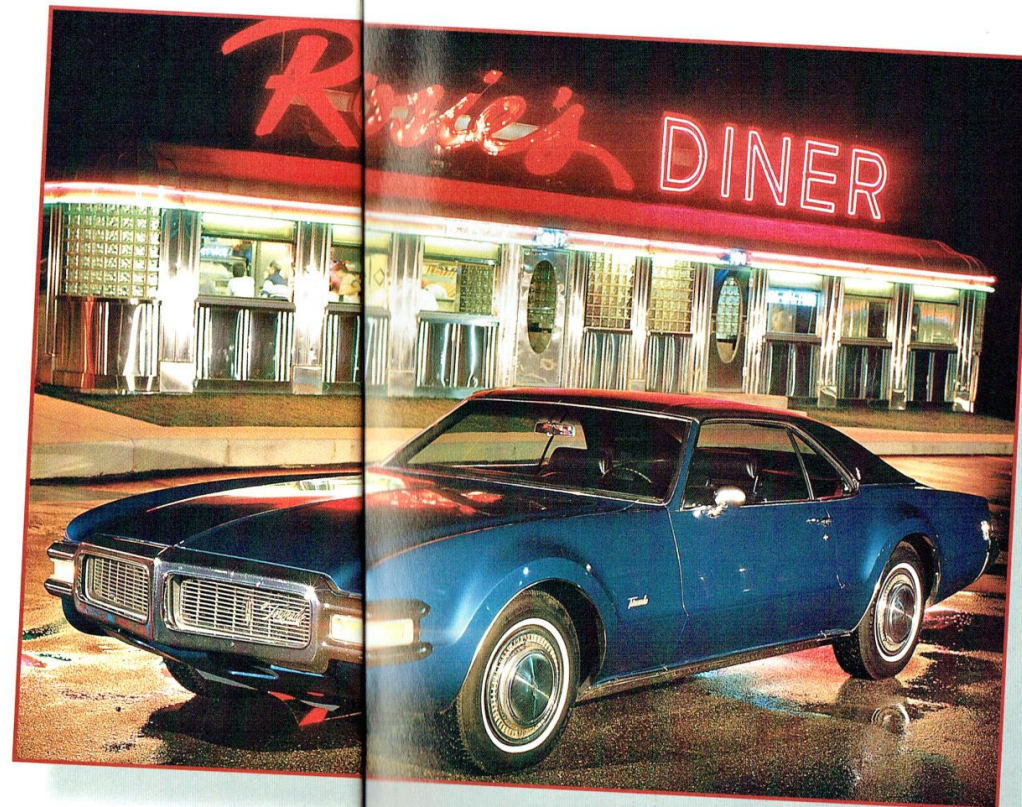
The business was thrown into chaos after the fire. In order to continue plans for the Curved Dash, Ransom Olds struck deals with several Detroit auto parts manufacturers. While more an act of desperation than a production strategy, it nonetheless created the supplier/subcontractor system that remains at the heart of today’s auto industry.

By the end of 1901, the Curved Dash was in full production. The tiny, tiller-steered, seven-horsepower car sold for \$650. It was typically delivered to its proud owner by train, often with a sales representative on board to present it personally.

Olds’ sales leadership ended when the board of directors decided to shift the company toward building larger, more expensive automobiles, following suit with other automakers of the day. However, the Curved Dash remained in production. Ransom, who had relinquished control five years earlier, disargued



THE CURVED DASH WAS SHIPPED TO PROUD OWNERS BY TRAIN, OFTEN WITH A SALES REPRESENTATIVE ON BOARD TO DELIVER IT TO THEM IN PERSON



• 1969 TORONADO

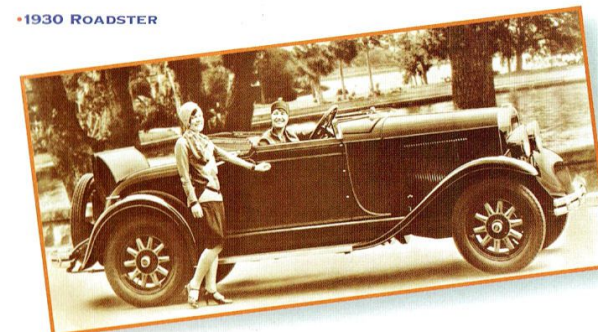
with the decision and chose to leave the company. He went across town to form the Reo Motor Car Company (using his initials). By 1908, Oldsmobile was in deep financial trouble – another common occurrence at the time. The best move, the board of directors figured, would be to sell the foundering enterprise to William Durant’s fledg-

ling General Motors Company.

Olds didn’t exactly prosper within General Motors at first, but the association at least kept it in existence, and gradually it began to rebuild its business. Oldsmobile offered its first V-8 in 1916 and built trucks from 1919 through 1923. The company also was the first to chrome-plate radiator shells. While that may not

seem like an earth-shaking development, it was in fact a dramatic improvement in the way cars looked in that era of prominent radiators.

With the Great Depression just around the corner, Olds introduced an upscale V-8 model called the Viking in 1929. Unfortunately, it couldn’t make it in those bitter economic times. The Viking was symp-



• 1930 ROADSTER

tomatic of the general struggle going on at Oldsmobile, which produced just 17,500 cars in 1932. However, under the GM umbrella, Olds continued to produce and to innovate.

Oldsmobile blossomed in the thirties under the direction of Charles L. McCuen, who had been the division’s chief engineer and in 1933 was named president and general manager. Innovations under McCuen’s watch included synchromesh transmissions, “Knee-Action” independent front suspensions and the automatic transmission.

The automatic transmission is so ubiquitous in today’s vehicles that it’s difficult for younger drivers to imagine a time without it. While few innovations in the automobile’s history are entirely credited to one organization, Oldsmobile generally gets credit for the automatic transmission.

A device called the Automatic Safety Transmission appeared on an Olds show car in 1937, yet it actually was a semi-automatic system. The fully automatic version, called

Ransom Eli Olds



R. E. OLDS BEGAN HIS AUTOMOTIVE CAREER DESIGNING AND BUILDING A STEAM-POWERED “HORSELESS CARRIAGE” IN 1886. A DECADE LATER, HE DROVE HIS FIRST GAS-POWERED CAR. LATER IN LIFE, HE PIONEERED THE POWER LAWN MOWER INDUSTRY. OLDS DIED IN 1950.

THE OLDS CUTLASS WAS THE MOST POPULAR U.S. CAR OF THE SEVENTIES

Hydra-Matic Drive, was offered as an option on 1940 models. The automatic was quickly adopted by the other GM divisions, then by the competition. Development of the automatic, and various technological advances that followed, earned Oldsmobile the reputation as General Motors' engineering and research division.

On New Year's Day 1942, Olds Motor Works officially became the

•1994 ACHIEVA SL



Oldsmobile Division of General Motors. A little more than a month later, as America's role in World War II widened, Olds started retooling for war production. Over the next three years, it produced aircraft engine parts, truck and tank forgings, machine guns and at least 48 million rounds of ammunition.

After the war, as demand for automobiles reached an all-time high, Oldsmobile answered with a V-8 engine called the Rocket, designed by Gilbert Burrell in 1948. One of the industry's first two high-compression engines, it offered impressive performance for the era. For many years, the popular Rocket would vie with

Chevrolet's small-block V-8 for the "most famous engine" designation.

In 1961, the soon-to-be-famous F-85, featuring an aluminum V-8, appeared on showroom floors. The Cutlass variation of that compact model, the famous 4-4-2 high-performance Cutlass, was a standout of the sixties. Cutlass would go on to become the most popular car in the United States during the seventies. In 1966, the Toronado made its debut as the first full-sized front-wheel-drive car of the modern era.

Based on the strength of the Cutlass 4-4-2, Oldsmobile ranked third overall in auto sales in 1972. In 1977, Olds became only the third automaker to build one million cars in a single model year. For six of the next 10 years, the division exceeded that high mark.

Although the Toronado had been a success since its introduction in



•1962 BROUGHT CAR BUYERS NEW MODELS WITH POWERFUL ENGINES.

The following year Olds joined the sport-utility parade with the Bravada.

John Rock, Oldsmobile's current general manager, took over the division in 1992. He immediately began making sweeping changes in the way Oldsmobile does business, directing it toward the lean, exciting operation

A TRIM, NEW OLDSMOBILE DIVISION PREPARES TO ENTER ITS SECOND CENTURY OF QUALITY CARMAKING

'66, it wasn't until 1980 that the industry-wide switch to front-wheel-drive vehicles began. By 1989, all Oldsmobiles, with the exception of the Custom Cruiser station wagon, were front-wheel drive. Responding to another burgeoning market segment, Olds moved into the minivan market in 1990 with the Silhouette.

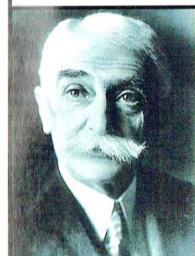
that GM's newest car line, Saturn, pioneered. That excitement is best exemplified by Olds' impressive Aurora luxury model, which premiered in 1995. Today, driven by fiscal fitness and high-quality products, General Motors' oldest division is getting into fighting trim for the start of its second hundred years. ■

•1994 SILHOUETTE MINIVAN



OLYMPIC FLASHBACKS

MEMORABLE EVENTS ... TOP COMPETITORS ... FASCINATING FACTS



FRENCH BARON PIERRE DE COUBERTIN ORGANIZED THE MODERN OLYMPIC GAMES.

1896 **ATHENS:** The modern revival of the ancient Olympic Games was more a celebration of Greek pride than of athletic achievement. Underpublicized, a bit disorganized and definitely short of drachma in the budget, the 1896 Games were, nonetheless, a civic sensation in the host city of Athens. Of the 311 competitors (all men, for the only time in modern history) from 13 nations, 230 were from Greece. So it was not surprising that Greeks won more medals than did athletes from any other country. The United States' 14-man contingent, however, captured a Games-leading 10 golds. Included among them was one in the triple-jump (then

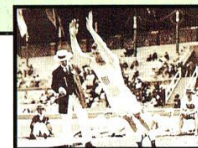
known as the "hop, step and jump") by James Connolly, a Harvard student who stands as the first athlete to be awarded a medal in the Modern Games. The marquee event, though, was the marathon – a re-creation of the run by the soldier Pheidippides, who carried the news of a Greek victory over the Persians to the Athenians in 490 B.C. (and then dropped dead). It was poetic justice, then, that a Greek runner, Spiridon Louis, won the race.



IF I SAY JUMP...

INDIANA NATIVE RAY EWRY, A MEMBER OF THE OLYMPIC HALL OF FAME, COULD THANK THE RESOURCEFUL DOCTOR OF HIS CHILDHOOD FOR HIS SUCCESS. WHEN EWRY WAS PARALYZED BY POLIO AS A BOY, HIS PHYSICIAN SUGGESTED THAT REPEATED VERTICAL JUMPING FROM A FLAT-FOOTED POSITION MIGHT HELP STRENGTHEN HIS WITHERED LIMBS. BETWEEN 1900 AND 1908, EWRY COLLECTED 10 GOLD MEDALS IN STANDING HIGH JUMP AND LONG JUMP EVENTS. NO OLYMPIC ATHLETE HAS EVER WON MORE.

RAY EWRY WON THE STANDING LONG JUMP IN 1900, 1904, 1906 AND 1908.



1900 **PARIS:** A haphazard affair spread over five months, the second Modern Games was a French fiasco. Some athletes did not even realize that the event in which they were participating was the Olympic Games, which were added as an afterthought to the enormous Universal Exposition also being staged in Paris. But amidst a jumble of competitions – official and non-official, amateur and professional – it was the athletic (track and field) events that drew public attention. Americans won 17 of 23 athletic stagings. Alvin Kraenzlein, a University of Pennsylvania student, captured a quartet of gold medals in track and field events. He is now considered a patriarch of modern hurdling technique. U.S. runner Frank Jarvis became the first man to break the 11-second barrier in the 100 meters. Perhaps the most historically significant achievement of the 1900 Games, however, was that of lawn tennis great Charlotte Cooper, an eventual five-time Wimbledon champion who became the first woman to win an Olympic title.



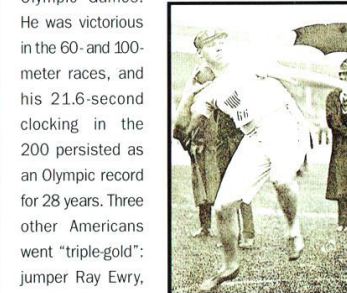
AMERICAN MARTIN SHERIDAN WON THE DISCUS THROW IN 1906.

1906 **ATHENS:** Although the 1906 Games was considered interim and unofficial, the United States, for the first

time, assembled a true national team of athletes. The Americans continued to shine in the track-and-field competitions, winning 11 of the 17 contests. The French, however, through their aptitude in a wide variety of events, dominated the medal standings. Double gold medal-winners among the U.S. contingent included Ray Ewry in the jumps, mid-distance runner Paul Pilgrim and discus-thrower Martin Sheridan. To this day, Ewry remains the only Olympian to have won 10 gold medals in an athletic career. The 1906 Games also marked the introduction of the pentathlon and javelin throw to the program.



1904 **ST. LOUIS:** With only 92 of the 681 competitors hailing from outside the U.S., the 1904 Games was a genuinely American exhibition. Of the 284 medals awarded, in fact, 238 went to Yanks. Among them was "The Milwaukee Meteor," Archie Hahn, still the only person to win three individual sprint gold medals in a single Olympic Games.



AMERICAN RALPH ROSE WON THE SHOT PUT AND TOOK SILVER IN THE DISCUS IN 1904.

He was victorious in the 60- and 100-meter races, and his 21.6-second clocking in the 200 persisted as an Olympic record for 28 years. Three other Americans went "triple-gold": jumper Ray Ewry, hurdler Harry Hillman and mid-distance specialist James Lightbody. Also of significance were third-place finishes in the 200- and 400-meter hurdles by George Poage, the first African-American to win Olympic medals.

ALFRED GILBERT, A GOLD MEDAL POLE VAULTER, LATER INVENTED THE ERECTOR SET.

CADILLAC



•1915 TYPE 51 V-8



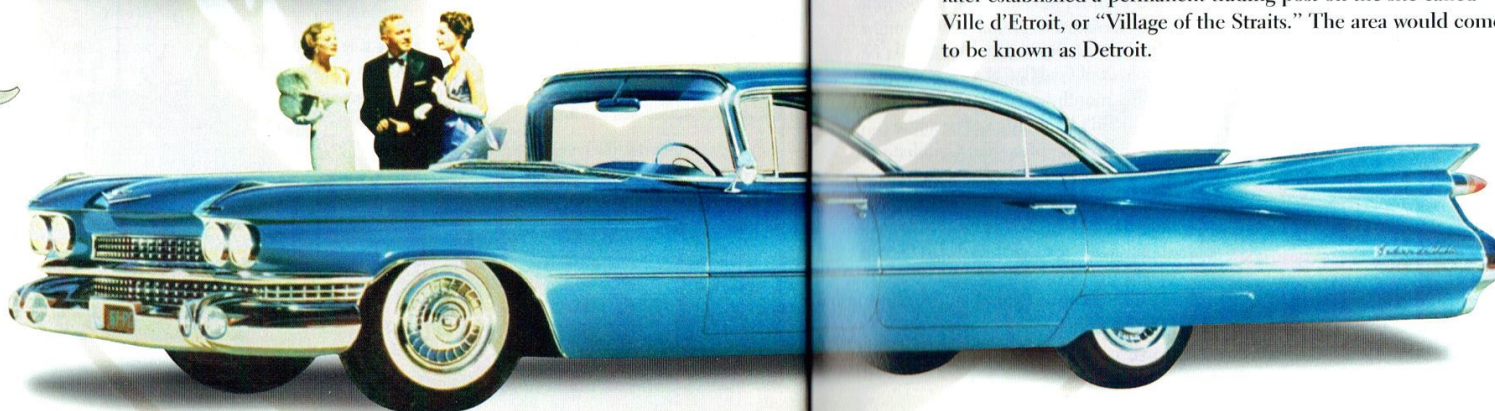
•1931 V-16



•1996 SEVILLE STS



•1959 SEDAN DEVILLE



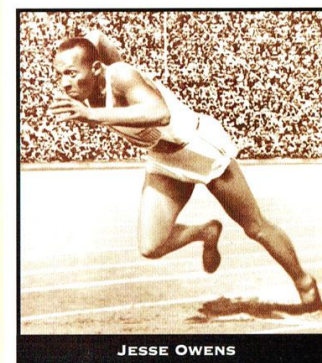
•1941 SERIES 62



Late in the 17th century, a longboat filled with French explorers and their Indian guides crunched into a gravelly riverbank some seven miles downstream from Lake Saint Clair in what today is southeastern Michigan. The leader, Le Sieur Antoine de la Mothe Cadillac, liked what he saw. By 1701, Cadillac had set up a temporary settlement, and a short time later established a permanent trading post on the site called Ville d'Etroit, or "Village of the Straits." The area would come to be known as Detroit.

World-Class Performer

Jesse Owens embodies much more than athletic excellence. Born in Alabama, the grandson of slaves, Owens is best remembered for winning four gold medals – in the 100- and 200-meter sprints, the long jump and the 4 x 100-meter relay – at the 1936 Games at Berlin. While his performance shook host Hitler's racist theories of Aryan superiority, Owens ironically was later subjected to America's own brand of prejudice. President Franklin Roosevelt never acknowledged him, and the Amateur Athletic Union snubbed him at awards time. Often lost in his Olympic legacy is the fact that, a year earlier as a student at Ohio State, Owens set five world records and tied another – in the space of 45 minutes. Despite his dazzling athletic prowess, Owens didn't achieve financial security until the 1950s, when he opened a public relations firm and eventually became a popular speaker on such topics as religion, the Olympic Movement and racial harmony. So impressive was Owens, one writer dubbed him "a professional good example." Owens died of lung cancer in 1980 at the age of 67.



JESSE OWENS



Some 200 years later, Henry Leland would invoke Cadillac's name in the city that the French explorer founded. Leland was a mechanical genius, not only at designing machinery but also at producing perfectly uniform parts in large quantities. Call him the master of precision. That skill would prove to be a critical aspect of production to the fledgling automobile industry's growth.



•THIS AD FOR CADILLAC'S 1937 LINE BOASTS OF THE DIVISION'S WORLD-WIDE STANDARD OF EXCELLENCE.



•1934 LASALLE

In 1902, Leland's company, Leland and Faulconer, was building engines and other components for several Detroit auto makers. Although he had no intention of getting involved in managing the business, he was asked to evaluate the financially troubled Detroit Auto-

IN 1908, CADILLAC WAS AWARDED THE DEWAR TROPHY BY THE ROYAL

AUTOMOBILE CLUB OF BRITAIN AFTER THREE CADILLACS WERE TAKEN APART, REASSEMBLED AND PASSED A 500-MILE TEST

mobile Company. Leland recommended that the company switch to Leland and Faulconer's more powerful, more economical-to-build engine. Not only did company management heed his advice, but on August 22, the Detroit Automobile Company was reorganized under a new name – Cadillac Automobile Company – and given a distinct symbol, the Cadillac family's coat of arms. Two years later, Leland and Faulconer and Cadillac merged,



•1954 ELDORADO



CADILLAC MIGHT WELL HAVE PERISHED DURING THE GREAT DEPRESSION IF IT HADN'T BEEN FOR THE RESOURCES AND STRENGTH OF GENERAL MOTORS

•1949 SERIES 62 SEDANET



Charles "Boss" Hettering



KETTERING GRADUATED FROM OHIO STATE UNIVERSITY IN 1904 AT AGE 28. HE TEAMED UP WITH ANOTHER YOUNG ENGINEER, E. A. DEEDS, AND TOGETHER THEY FOUNDED DAYTON ENGINEERING LABORATORIES, LATER KNOWN AS DELCO. KETTERING INVENTED THE ELECTRICAL SELF-STARTER, WHICH WAS FIRST USED IN CADILLACS, BEGINNING IN 1912.

becoming the Cadillac Motor Car Company. Despite his earlier reluctance to embrace the industry, Henry Leland was named general manager of Cadillac at a salary of \$750 a month.

Leland's knowledge of precision manufacturing propelled Cadillac to the top of the industry. In fact, in February 1908, the Royal Automobile Club of Britain disassembled three Cadillacs and thoroughly mixed the parts. The cars were reassembled with each other's parts, as well as 90 supplied replacement parts, and then tested on a 500-mile

endurance run. After successfully completing the drive, Cadillac was awarded the prestigious Dewar Trophy. (The Cadillac slogan, "Standard of the World," was subsequently added.) The company would win the award again for the introduction of the electric starter, lighting and ignition system on 1912 Cadillacs. In 1908, General Motors founder William C. Durant, already in control of Buick and Oldsmobile, turned his attention toward Cadillac. Cadillac's stockholders were receptive – if they could turn a decent profit. They wanted \$3.5 million; Durant offered \$3 million, and the deal fell through. Six months later Durant tried again, without success. The third time, though, was a charm. With the asking price up to \$4.5 million, Durant agreed. The actual purchase price turned out to be nearly \$5.7 million. Cadillac, the preeminent U.S. marque, officially became part of General Motors on July 29, 1909, with the father-and-son team of

Henry and Wilfred Leland retained to run the division.

But Durant's penchant for making unwise investments soon had GM foundering. Its lending bankers wanted to rescue Buick but shut down the rest of the company.

However, an impassioned plea by Wilfred Leland convinced the bankers that GM could be turned around. Durant was asked to step down, while the Lelands were asked to reorganize GM in the Cadillac mode. They would indeed turn General Motors around.

Cadillac achieved huge successes with the Model 30, which premiered in 1909. Although aimed at the upper-middle-price market, it wasn't designed to compete with top-of-the-line Packard and Pierce-Arrow. Later, however, Cadillac would challenge those makes.

The 1912 models introduced the industry's first electric starter, lighting and generating system as standard equipment. This system, which

did away with hand cranks, is credited with significantly widening the car's mass appeal. Cadillac developed the system in cooperation with Charles Kettering, founder of the Dayton Engineering Laboratories Company, later known as Delco. (Kettering would become a dynamic force as founder of the GM Research Laboratories and was known eventually as "Boss.") In 1915, Cadillac introduced the industry's first successful V-8 engine, which set new

standards for power and smoothness. Such innovations rapidly established Cadillac as an industry leader.

Cadillac prospered throughout the twenties, but it might well have perished during the Depression if it hadn't been for the resources and strength of General Motors. Cadillac's high-quality cars cost more than many people were then able to afford. Rival Packard responded by producing mid-price cars, a route that Cadillac avoided.

Cadillac entered the Depression with the magnificent Sixteen, named for its number of cylinders, priced





•1967 ELDORADO

from \$5,350 to \$8,750. It was soon followed by the Twelve. But these limited-production "halo" cars were never intended to sell in large quantities. Cadillac's strength was built instead on standard V-8s and the LaSalle, which was produced from 1927 through 1940.

Packard's mid-pricing strategy may have saved the company, but damaged its reputation. So by the time the economy recovered, Cadillac had overtaken Packard to become the number-one luxury car.

Harley Earl, after successfully styling the 1927 LaSalle, headed the team of designers who created Cadillacs during the thirties. Earl was asked later to create the GM Art and Colour Section, known today as the GM Design Staff.

Earl's style was to streamline design using pontoon fenders and sloped radiators. Bill Mitchell, Earl's

'46 and '47 models were virtually the same as those prewar models. In 1948, however, Cadillac startled the automotive world with the addition of elaborate tail fins, launching a design trend that lasted into the mid sixties.

The Coupe deVille debuted in 1949. Along with Oldsmobile's Holiday and Buick's Riviera, the \$3,497 deVille was the first production hardtop. That year also marked the introduction of Cadillac's revolutionary short stroke, high compression, overhead-valve V-8. Ed Cole, later president of GM, played a significant role in the development of that powerful, lightweight and fuel-efficient engine.

As culturally conservative as the fifties were in America, the cars of that period

were relatively outspoken. Cadillac led the way, unveiling models that sported flashy chrome grilles and interior trim. Each succeeding year saw bigger and bigger cars, with the end of the decade bringing Cadillac's famous high tail fins tipped with two bullet-shaped taillights.

Throughout the sixties and seventies, Cadillac styling became more subdued. The 1967 Eldorado, featuring front-wheel drive, was easily the most significant car of the decade. The Seville, created to compete with luxury imports, was a highlight of the seventies.

The eighties ushered in a move toward sleek, elegant designs with front-wheel drive and remarkable advances in technology, especially in electronic engine controls. In the nineties, with Seville, Eldorado and the Northstar System,

Cadillac clearly and emphatically has proved its ability to produce luxury automobiles that are on a par with or surpass the best that foreign manufacturers have to offer.

Cadillac is still the "Standard of the World." GM's luxury division is heading into the next century with the goal of proudly raising the standard in automotive excellence even higher. ■

William L. Mitchell

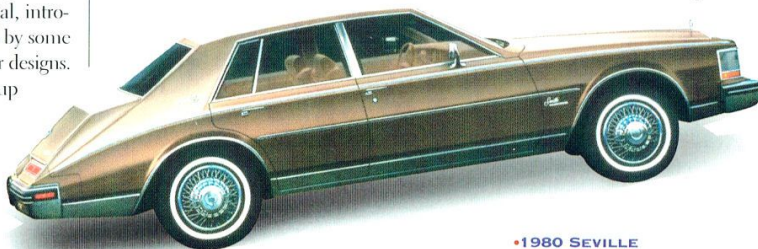
BILL MITCHELL SUCCEEDED HARLEY EARL AS HEAD OF DESIGN AT GM, FROM 1958 TO 1972. UNDER MITCHELL, A NUMBER OF NEW DESIGN TECHNIQUES WERE INTRODUCED, RANGING FROM PLYWOOD MOCK-UPS TO FULL-SIZE CLAY MODELS.



IN THE 1990S, CADILLAC HAS PROVED ITS ABILITY TO PRODUCE LUXURY CARS ON A PAR WITH THE BEST THAT FOREIGN MAKERS HAVE TO OFFER

successor, followed with more sculpted but decidedly elegant designs. For example, Mitchell's 60 Special, introduced in 1938, is considered by some as one of the all-time great car designs.

The all-new Cadillac lineup that appeared in 1942, just before the entire industry retooled for war production, gave the division a strong start-up position when World War II ended. The



•1980 SEVILLE

OLYMPIC FLASHBACKS

MEMORABLE EVENTS ... TOP COMPETITORS ... FASCINATING FACTS



U.S. TRACK STAR MEL SHEPPARD WINNING THE 1500 METERS, ONE OF HIS THREE GOLDS.

host Brits, though assailed by almost every other nation for a variety of rules and judging irregularities, walked over the world with 145 medals – 98 more than the second-best Americans. Their superiority was particularly evident in the rowing and boxing events. These Games featured two triple-gold medalists: American track star Mel Sheppard and British swimmer Henry Taylor. For the first time, winter events (four skating competitions) were introduced into the program. Also in 1908, John Taylor, a member of the U.S.'s 400-meter medley relay team, became the first African-American to win Olympic gold.

1908 LONDON: For the first time, all athletes at the Olympic Games represented their respective countries (not just clubs or themselves, as in past years), giving rise to the intense and familiar nationalistic spirit that pervades the Modern Games. The

1912 STOCKHOLM: In 1912, the Olympic Games began to take shape as the paragon of world athletic competition and a global extravaganza of the highest order. Participation exceeded 2,500 athletes, and the organization and promotion of the Games rose to new levels. The competitions at Stockholm in 1912 are often credited with the popularization of gymnastics and swimming as major sports.

These were the Games of Jim Thorpe, the Sac and Fox Indian from Oklahoma whom Swedish King Gustav V would call "the greatest athlete in the world" – a designation that, arguably, still applies. Thorpe won the pentathlon and decathlon at Stockholm, only to have his medals rescinded later because he had accepted a small salary as a minor league baseball player. In 1983, his titles were reinstated – an adjustment that actually moved the U.S. past Sweden in the gold medal standings.

If any athlete shared the spotlight with Thorpe, it was Hannes "The Mighty" Kolehmainen, the Finnish long-distance runner who won three golds. He later moved to the U.S., where he became a five-time national champion.

THE OLDEST COMPETITOR EVER IN THE OLYMPICS WAS OSCAR SWAHN OF SWEDEN, WHO WON A SILVER MEDAL IN A SHOOTING EVENT IN 1920 AT AGE 72 YEARS, 280 DAYS.



AT THE 1924 GAMES AT PARIS, THE AMERICAN TEAM WON 45 GOLD MEDALS.

1920 ANTWERP: After an eight-year absence in the wake of World War I, the Games continued – but without the participation of the vanquished Central Powers.

At Antwerp, the Olympic Games began to assume an air of dignity that they retain to this day. Symbolic of that dignity was the introduction of the Olympic oath and the unveiling of the Olympic flag, featuring the now-familiar five interlaced rings.

For the first time, American supremacy in track and field was challenged – and by an unlikely nation. Led by the incomparable Paavo Nurmi, Finland equaled the U.S.'s gold medal total in athletic events. Nurmi won three titles in these Games, launching a career that would bring him nine more Olympic medals and 29 world records in various competitions.

Still, the U.S. swamped the medals race. The Americans more than doubled second-place Sweden's gold total.



THE FOUR U.S. ENTRIES IN THE 100-METER DASH IN 1920 WERE A SUPERSTITIOUS LOT, CONVINCED BY THEIR COACH, LAWSON ROBERTSON, TO CONSUME A GLASS OF SHERRY AND A RAW EGG IMMEDIATELY BEFORE THE RACE. LED BY CHARLEY PADDOCK, THE AMERICANS FINISHED 1-2-4-6.

1924 PARIS: In 1924, new Olympic standards were established by a growing assembly of athletes, perhaps spurred by a French priest who coined what would become the Olympic motto: *citius, altius, fortius*, or translated from the Latin: faster, higher, stronger.

Although the U.S. continued to monopolize the proceedings, it was Finnish runners Paavo Nurmi and Ville Ritola who were the toast of Paris. Nurmi won an unprecedented five gold medals, while his teammate added a pair.

The silver medal won by Carl Osburn, a shooter from Ohio, was his eleventh over three Olympic competitions. That feat would stand alone as an American record in any sport until tied by swimmer Mark Spitz in 1972.

An American superstar was created in Paris, as swimmer Johnny Weissmuller captured three gold medals. Before immortalizing his Hollywood reputation as the best known of the celluloid Tarzans, he would set 28 world records and win 52 U.S. titles.

CHAMONIX: The popularity of cold-weather sports – skating and ice hockey, in particular – led to the inauguration of the Olympic Winter Games. American speed skater Charles Jewtraw seized the first-ever winter gold medal. The dominant figures of the Games were Finnish speed skater Clas Thunberg with three golds, one silver and a bronze; Norwegian skier Thorleif Haug with three golds; and Swedish figure skater Gillis Grafstrom, who captured the men's gold. Grafstrom would later gain notoriety as coach of renowned figure skater Sonja Henie, who, as an 11-year-old, finished last at these Games.

THE Joy OF DRIVING

By CLAYTON S. COLLINS

Americans have always had an affinity for asphalt — and for the kind of trip where the only destination is serendipity

Aunt Marian's cars were always durable, third-hand urban tanks. Her basic idea was to discourage auto thieves in her native New York and make those big-city dents and scratches redundant. Her approach was purely utilitarian, and she was

missing something. But on this night, way upstate, my aunt was a visitor to vehicular nirvana, comparatively speaking. Its name was Cadillac.

Marian reached up and flicked on a rear-seat reading light, and all at once the new silver Fleetwood's interior was aglow, mulberry leather

scrunching beneath her, supplementing the mood: late-night law library meets overnight flight, first-class cabin. My father eased off the quiet Interstate, only to swing around and get back on, gliding eastbound this time through the darkened rolling hills of dairy country, intermittent wipers parting the mist. After nearly an hour, we arrived. We were back where we'd begun.

I was a teenager then, a budding cynic. But outside of Dad's choice of radio station — it called itself "The Quiet Island" — I fully understood. Driving in America, the destination is quite often beside the point, the car something more than a mere means of conveyance. It is about freedom. The roadway voyager can grasp the wheel, slip his mobile domain into gear and cruise contentedly along a tree-lined country byway, down some nighttime neon strip — maybe just around the neat suburban neighborhood, making certain that the neighbors catch a glimpse.

This is, after all, the love affair

between Americans and cars — one so thoroughly documented that the expression has become a cultural cliché. Sure, Daimler dabbled with a horseless carriage in Germany, but the automobile really got traction over here. So did early enthusiasm for its use. Long before law-enforcement types started using the term "joyride" to describe an illicit jaunt ending with a stripped car on cinder blocks in a lonely part of town, the word owned an aura as pure as a Sunday drive.

Once an aristocratic motorsport, recreational driving trickled down to the masses courtesy of the assembly line. By 1899, 30 companies turned out more than 2,500 cars a year; the car culture had been spawned. And as the horseless carriage rapidly wrested ground from the iron horse, good roads replaced the country's muddy, rutted paths. The advent of trucking in the century's first full decade quite literally paved the way.

By the 1940s, California had begun building its fabled freeways. And by the time the "Happy Days" fifties rolled around, the automobile

was synonymous with freedom. Middle-class families bought second cars so that Mom and Dad could go their separate ways. Buyers had much to choose from as designers ran wild with such flourishes as tail fins and models like the Chevy Bel Air and the Pontiac Star Chief.

Before long, American enterprise latched onto the notion of roadside convenience and made it possible for drivers to do just about anything without leaving their cars. The term "drive-in" could be used to modify ways of dining and banking, as well as moviegoing. Youth culture got behind the wheel with particular relish; the car was, for them, an extension of the muscular self. But the trend left no one locked out. From those high-octane kids cruising the strip, all whitewalls, rumble seats, flaming paint jobs and chrome, to families out on meandering Dairy Queen runs after dinner, the ride was the thing. And the big car was king.

For the 1960s, an alluring new destination dangled from highway off-ramps. The mall was the freshest excuse to tromp on the gas pedal, and the automobile had attained way-of-life status. By 1968, one in six Americans reportedly made, sold, maintained or drove a motor vehicle for a living. And one late sixties survey revealed — was anyone surprised? — that 60% of marriage proposals took place in cars.

But by then, another relationship was facing rocky times. Foreign-car flirtations threatened Americans' love of their indigenous behemoths. The Europeans flaunted their own gift for design and quality, and they justly won a following. Another big factor was OPEC's stranglehold on oil; Japan had mastered the mass production of fuel-sippers early on,

and if it wasn't quite the same sensation to be buzzing along at high RPMs with less power and no legroom, fewer waits on gas-pump lines could make the hardship easier to swallow.

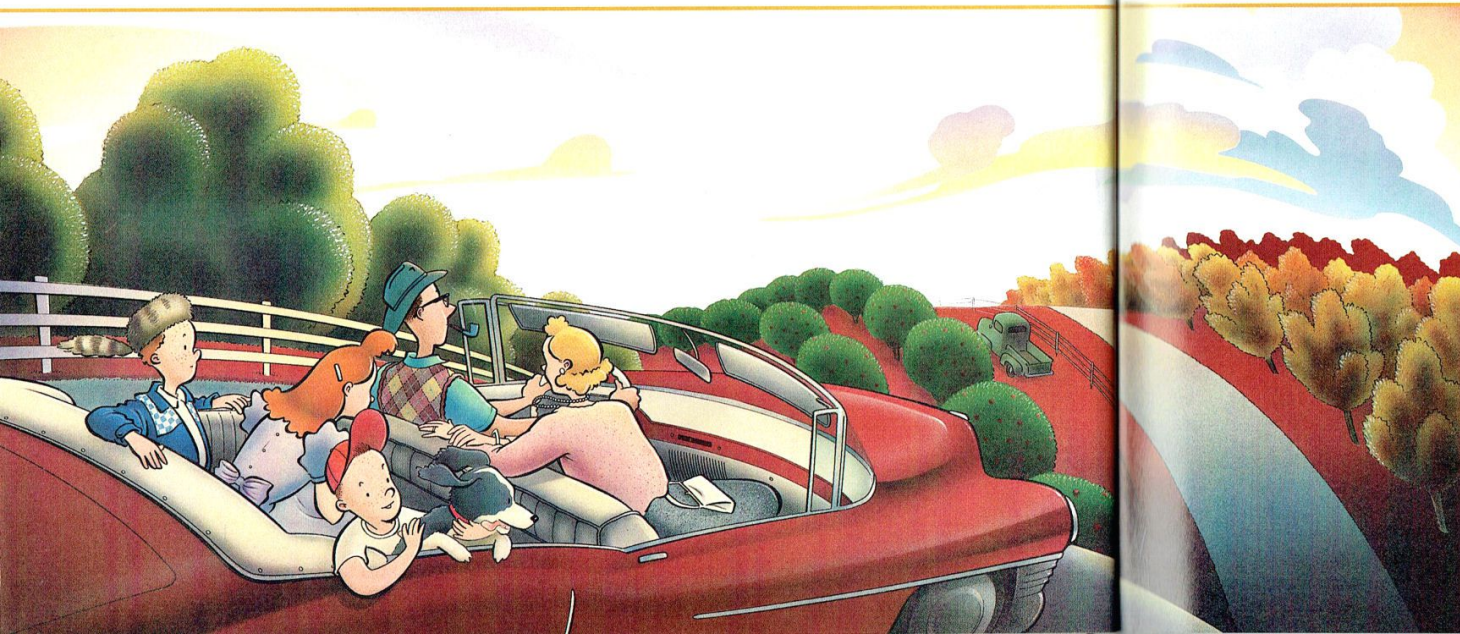
Still, the desire to drive in style endured, and so did the American car industry. Some wheelbases shortened up; engines were modified to go a little easier on fossil fuels. But a teenager could still be counted

**THERE ARE STILL PLACES TO
MOTOR ALONG WITH TIRES SINGING,
WINDOWS DOWN, RADIO ON AND
NO PARTICULAR PLACE TO GO**

on to come looking for the keys on a Saturday night. Families continued to pile into the car for a jaunt. New pioneers went off-road in rugged four-by-fours. There were — and there are — still plenty of places to motor along with tires singing, windows down, radio on, no particular place to go. The ride without reason still beckons.

Nearly two decades — and a couple of hundred thousand road miles — after the night Aunt Marian got converted by that new Fleetwood Brougham, I'm settled back in another Cadillac. There's a hired driver this time where Dad had sat, and we're heading up toward Malibu on the Pacific Coast Highway. There's no Quiet Island, the speakers are mute, even if the Doors' "Roadhouse Blues" is screaming in my head. Although I have a definite destination today — a celebrity interview for a magazine story — I'm watching the royal palms go by through tinted glass. Right now I'm enjoying the warm breeze, just reveling in the ride. ■

Clayton S. Collins is a writer and editor in Boston.



B U I C K



•1905 FIVE-PASSENGER
TOURING CAR



•1947 SUPER "WOODY"
STATION WAGON,
ABOVE AND BELOW



•1953 SKYLARK



•1996 RIVIERA

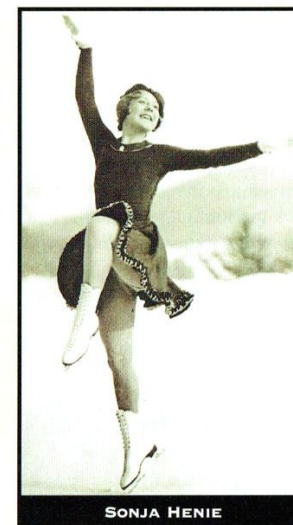


•1971 RIVIERA

David Dunbar Buick was only two years old in 1856 when he sailed with his family from Scotland to the United States. It might have just been one more immigrant story, except that Buick would go on to give his name to a car so successful it would provide the financial foundation for the creation of General Motors.

World-Class Performer

Incredibly, Sonja Henie finished last in women's figure skating at her first Olympic Winter Games, in 1924. Although she came into the Games as Norway's national champion, she was only 11, but her first experience in the Olympic spotlight was one she would build on to make history. In her three subsequent Olympic competitions, Henie would incorporate imaginative ballet moves, rarely seen in figures before then, to



SONJA HENIE

glide to three successive gold medals – an unparalleled feat. After her farewell Olympic appearance in 1936 at Garmisch-Partenkirchen, Germany, capping an amateur career that included 10 consecutive world championships, Henie went on to achieve both wealth and even greater fame as a professional skater and movie actress.





•1954 SUPER CONVERTIBLE

David Buick grew up in Detroit to be an industrious tinkerer and served an apprenticeship as a machinist. He eventually turned his inventive attention toward internal combustion engines, which were forcing their way into manufacturing. He refocused and in 1899 formed Buick Auto-Vim and Power Company to build gasoline engines for farm and marine use.

Buick was less interested in the emerging horseless carriage than was one of his employees, Walter Marr. In 1899, Marr began to build a Buick-powered automobile. A year later, that vehicle was on the road. Following this, David Buick gained a keen interest in the horseless carriage business. Along with Marr and a talented machinist named Eugene

•1970's GS STAGE 1



Richard, he developed a revolutionary valve-in-head engine in late 1901. The engine generated more power than did the competition's, which would

eventually give Buick an advantage in the marketplace.

But in 1902, Buick was short of capital. He renamed his firm Buick Manufacturing Co. and persuaded a Detroit sheet-metal supplier, Benjamin Briscoe, Jr., to finance a second vehicle. The Briscoe Buick was up and running in 1903. That year, Buick Motor Company was incorporated, with Briscoe as Buick's financial "angel."

However, David Buick was soon under pressure by Briscoe to find a new backer, and he sold the compa-

ny in September 1903 to the Flint Wagon Works. The entire company – including David Buick – moved 60 miles north to Flint. The directors of the Wagon Works saw Buick primarily as a supplier of engines for its farm customers. But its leader, James H. Whiting, recognizing that wagons were becoming a thing of the past,

David Dunbar Buick



DAVID BUICK BEGAN HIS CAREER IN THE PLUMBING-FIXTURE INDUSTRY. BETWEEN 1881 AND 1889, HE

PATENTED 13 PLUMBING-RELATED INVENTIONS. THE MOST IMPORTANT WAS A METHOD TO BOND ENAMEL TO CAST IRON, WHICH GAVE THE WORLD WHITE TUBS AND SINKS.

had automobiles in mind. Meanwhile, Marr joined David Buick and began working on a third prototype. In July 1904, Marr drove it to Detroit and back in a famous test. Within a month, the first production Buick, a Model B, was delivered to a customer in Flint for a price of \$950.

A few months later, successful wagon builder William C. Durant was elected to Buick's board of directors. Although he wasn't named president, Durant assumed control of the company. David Buick also was on the board, but



•1964 RIVIERA

had little say in the day-to-day operations. About 1908, he left the company, never again a factor in the industry he had helped to form.

With Durant behind the wheel, the Buick Motor Company quickly prospered. There were 100 dealerships by 1906, and by 1908, Buick

claimed to be the country's number-one auto producer. In fact, Buick's huge success funded Durant's acquisition spree of automakers and suppliers that he brought together in 1908 to create General Motors.

Thanks to smart styling and powerful engines (including an innovative eight-cylinder model), Buick appealed to upper-class and professional people. During the Roaring Twenties, Buick sales boomed and



•IN 1916, BUICK WAS POSITIONED AS AN INDUSTRY LEADER, THANKS TO ITS VALVE-IN-HEAD ENGINE DESIGN.

speed for less money," he also introduced a new model with a shorter wheel-base and modern, "streamlined" looks. Harley Earl, GM's chief designer, created

Buicks that were rounded, elegant and impressive – and the buying public responded.

During World War II, Buick was a major supplier of aircraft engines,

Hellcat tank destroyers and other military hardware.

And in the postwar period, Buick boomed. The division's now-famous Dynaflo automatic transmission was introduced in 1948. Offered initially as an

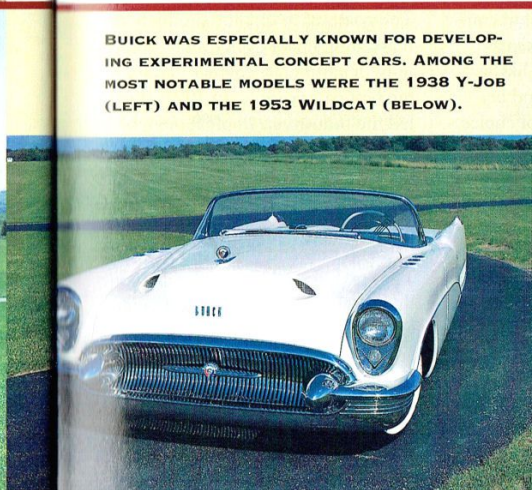
its international reputation grew. But during the

Depression, sales spiraled downward.

During that trying period, in 1932, Harlow H. Curtice took the reins at Buick and launched a massive factory modernization. Preaching "more



BUICK WAS ESPECIALLY KNOWN FOR DEVELOPING EXPERIMENTAL CONCEPT CARS. AMONG THE MOST NOTABLE MODELS WERE THE 1938 Y-JOB (LEFT) AND THE 1953 WILDCAT (BELOW).



Harley J. Earl

EARL, SHOWN ABOVE IN A 1951 LESABRE "DREAM CAR," BEGAN HIS CAREER AS A CAR DESIGNER WITH THE DON LEE STUDIOS IN THE 1920'S. HIS ASSOCIATION WITH GM STARTED AT CADILLAC WITH THE 1927 LASALLE. AMONG THE CARS CREATED DURING HIS TENURE AS GM'S DESIGN DIRECTOR WAS THE 1953 CHEVROLET CORVETTE.

option on the Roadmaster, within two years it was available on all Buick models. Buick became a styling leader in 1949 with hardtop convertibles, sweepspear side moldings and portholes ("ventiports").

The fifties were marked by three distinct styling periods, the division's 50th anniversary (1953) and the introduction of V-8 engines. Overall, Buicks then were big and expensive; the '53 Roadmaster Riviera sedan weighed 4,100 pounds and cost \$3,254. They also were known for distinctive styling and smooth power; the limited-edition Skylarks of 1953 and '54 are sought after today. The

BUICK CITY, A STATE-OF-THE-ART ASSEMBLY FACILITY BUILT DURING THE EIGHTIES IN FLINT, IS TODAY A MODEL OF EFFICIENCY FOR THE ENTIRE INDUSTRY

'55 Century was typical of models of the mid-fifties, which featured more flowing lines, graceful stances and a lot of chrome. By the end of the decade, Buicks were highlighted by sharp-edged fins and thin roof lines, as seen on the '59 LeSabre sedan.

Design settled down in the sixties, after the flourishes of the late fifties, and sales continued to grow. The division introduced the U.S. industry's first mass-produced V-6 in the 1962 Special. The '63



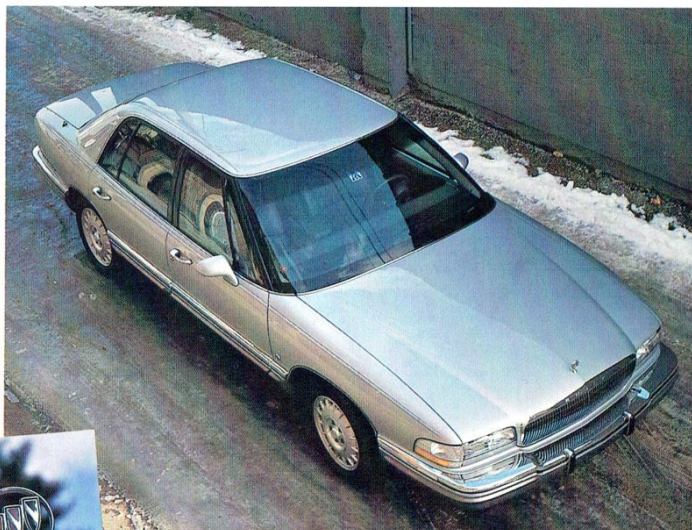
•1993 LeSABRE



•1989 RIVIERA

Riviera coupe gave the lineup a more sporty personality.

Buick's fortunes were strained during the seventies, when energy conservation was a directive for all car-makers. That led to the introduction



•1992 PARK AVENUE

of energy-efficient compacts, in Buick's case the Skylark and Skyhawk.

The V-6 was reintroduced and became the industry's engine of choice.

Of all the division's accomplishments during the eighties, perhaps the most significant was the creation of Buick City, a state-of-the-art assembly facility built on the foundation of Buick's

original Flint plant. Born of a period of moderate sales and potential plant shutdowns, Buick City was a model of modern, efficient automobile production, and set an example for the whole industry.

As the nineties opened, Buick was still enjoying its original "premium American" image. To build upon that reputation, the division created business teams for individual models.

The goal was to link the production, marketing, finance and public relations departments together to offer the best cars possible. In 1991, Buick led the industry in improvement of its sales volume and market share.

Today, the unified groups within Buick are jointly preparing an exciting array of models to be introduced between now and the year 2000. They're designed to take the division that created GM into the next century with all the enthusiasm it showed as it started this one. ■

A Century of General Motors and the Olympic Games

CROSSROADS OF EXCELLENCE



1896 🚗 Ransom Olds drives his first gas-powered car ... The French word "automobile" is coined. 1897: Olds Motor Works is founded. 1898: America's first independent auto dealership is formed in Detroit.

🏃 Pierre de Coubertin organizes the first Modern Olympic Games ... American long jumper James Connolly wins the first gold medal of the Modern Olympic era.

1900 🚗 Curved Dash Olds debuts ... First National Auto Show features 300 types of vehicles ... 1901: Fire destroys Olds Motor Works. 1902: Cadillac Automobile Co. is formed ... Max Grabowsky founds Rapid Motor Vehicle Co. 1903: Buick Motor Co. is formed.

🏃 Paris Olympic Games include women's golf, the tug-of-war and underwater swimming ... Alvin Kraenzlein beats American teammate Meyer Prinsein in the long jump when

•1904 DELIVERY TRUCK

Prinstein refuses to compete on Sunday for religious reasons.

1904 🚗 R. E. Olds sells Olds Motor Works and forms Reo Motor Car Co. 1905: Oldsmobile sponsors the first transcontinental race. 1906: Six-cylinder cars are the rage ... Buick features a standard storage battery. 1907: Oakland Motor Car Co. is organized.

🏃 Olympic basketball debuts at the St. Louis Games ... American hurdler George Poage is the first black to win an Olympic medal ... U.S. track star Archie Hahn wins three golds. 1906: At the unofficial Interim Games at Athens, American Ray Ewry wins two standing jump events ... Pentathlon and javelin events premiere.

1908 🚗 William C. Durant founds General Motors Co. ... Fisher Body Co. is organized.

1909: Cadillac becomes part of GM. 1910: Cadillac offers a standard closed body. 1911: Chevrolet Motor Co. is formed.

🏃 At the London Games, officials add 385 yards to the 26-mile marathon to allow viewing by the Royal Family ... John Taylor is the first African-American to win a gold medal.

1912 🚗 Charles Kettering develops the electric starter ... GM trucks are shown at the National Auto Show. 1913: Chevrolet moves to Flint and merges with Little Car Co. 1914: Chevy switches from six- to four-cylinder models. 1915: Yellowstone National Park first admits cars.

🏃 In Stockholm, Finnish runner Hannes Kolchmainen wins three golds ... American Jim Thorpe wins the decathlon and pentathlon ... Lt. George Patton's poor marksmanship leaves him fifth in the modern pentathlon ... Electronic timing devices are introduced.

option on the Roadmaster, within two years it was available on all Buick models. Buick became a styling leader in 1949 with hardtop convertibles, sweeppear side moldings and portholes ("ventiports").

The fifties were marked by three distinct styling periods, the division's 50th anniversary (1953) and the introduction of V-8 engines. Overall, Buicks then were big and expensive; the '53 Roadmaster Riviera sedan weighed 4,100 pounds and cost \$3,254. They also were known for distinctive styling and smooth power; the limited-edition Skylarks of 1953 and '54 are sought after today. The

BUICK CITY, A STATE-OF-THE-ART ASSEMBLY FACILITY BUILT DURING THE EIGHTIES IN FLINT, IS TODAY A MODEL OF EFFICIENCY FOR THE ENTIRE INDUSTRY

'55 Century was typical of models of the mid-fifties, which featured more flowing lines, graceful stances and a lot of chrome. By the end of the decade, Buicks were highlighted by sharp-edged fins and thin roof lines, as seen on the '59 LeSabre sedan.

Design settled down in the sixties, after the flourishes of the late fifties, and sales continued to grow. The division introduced the U.S. industry's first mass-produced V-6 in the 1962 Special. The '63



•1993 LE SABRE



•1989 RIVIERA

Riviera coupe gave the lineup a more sporty personality.

Buick's fortunes were strained during the seventies, when energy conservation was a directive for all car-makers. That led to the introduction



•1992 PARK AVENUE

of energy-efficient compacts, in Buick's case the Skylark and Skyhawk.

The V-6 was reintroduced and became the industry's engine of choice.

Of all the division's accomplishments during the eighties, perhaps the most significant was the creation of Buick City, a state-of-the-art assembly facility built on the foundation of Buick's

original Flint plant. Born of a period of moderate sales and potential plant shutdowns, Buick City was a model of modern, efficient automobile production, and set an example for the whole industry.

As the nineties opened, Buick was still enjoying its original "premium American" image. To build upon that reputation, the division created business teams for individual models.

⦿ A Century of General Motors ⦿ and the Olympic Games CROSSROADS OF EXCELLENCE



1896 Ransom Olds drives his first gas-powered car ... The French word "automobile" is coined. 1897: Olds Motor Works is founded. 1898: America's first independent auto dealership is formed in Detroit.

Pierre de Coubertin organizes the first Modern Olympic Games ... American long jumper James Connolly wins the first gold medal of the Modern Olympic era.

1900 Curved Dash Olds debuts ... First National Auto Show features 300 types of vehicles ... 1901: Fire destroys Olds Motor Works. 1902: Cadillac Automobile Co. is formed ... Max Grabowsky founds Rapid Motor Vehicle Co. 1903: Buick Motor Co. is formed.

Paris Olympic Games include women's golf, the tug-of-war and underwater swimming ... Alvin Kraenzlein beats American teammate Meyer Prinstein in the long jump when

1904 DELIVERY TRUCK
Prinstein refuses to compete on Sunday for religious reasons.

1904 R.E. Olds sells Olds Motor Works and forms Reo Motor Car Co. 1905: Oldsmobile sponsors the first transcontinental race. 1906: Six-cylinder cars are the rage ... Buick features a standard storage battery. 1907: Oakland Motor Car Co. is organized.

Olympic basketball debuts at the St. Louis Games ... American hurdler George Pogue is the first black to win an Olympic medal ... U.S. track star Archie Hahn wins three golds. 1906: At the unofficial Interim Games at Athens, American Ray Ewry wins two standing jump events ... Pentathlon and javelin events premiere.

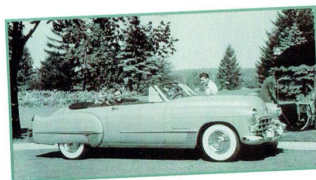
1908 William G. Durant founds General Motors Co. ... Fisher Body Co. is organized.

1909: Cadillac becomes part of GM. 1910: Cadillac offers a standard closed body. 1911: Chevrolet Motor Co. is formed.

At the London Games, officials add 385 yards to the 26-mile marathon to allow viewing by the Royal Family ... John Taylor is the first African-American to win a gold medal.

1912 Charles Kettering develops the electric starter ... GM trucks are shown at the National Auto Show. 1913: Chevrolet moves to Flint and merges with Little Car Co. 1914: Chevy switches from six- to four-cylinder models. 1915: Yellowstone National Park first admits cars.

In Stockholm, Finnish runner Hannes Kolhemainen wins three golds ... American Jim Thorpe wins the decathlon and pentathlon ... Lt. George Patton's poor marksmanship leaves him fifth in the modern pentathlon ... Electronic timing devices are introduced.



•1928 CADILLAC

1916 Alfred P. Sloan, Jr. is named president of newly formed United Motors Corp. which later becomes part of GM. 1917: Auto manufacturers retool to produce armaments for World War I. 1918: Chevrolet becomes part of General Motors.

The 1916 Olympic Games, scheduled for Berlin, are canceled because of World War I.

1920 GM Building opens in Detroit. Buick models feature solid metal wheels. 1921: Durant refines from GM to found Durant Motor Co. 1922: An Oldsmobile travels a record 1,000 miles in 15 hours. 1923: "Cannon Ball" Baker drives an Oldsmobile across the country in high gear.

The five-ringed Olympic flag is first flown at the Antwerp Games ... American rower Jack Kelly (father of actress Grace Kelly) wins the single and double skulls on the same day.

1924 One in seven Americans owns a car. 1925: GM purchases the Yellow Truck Co. 1926: First Pontiac is unveiled at the New York Auto Show. 1927: Cadillac introduces the V-8 LaSalle.

At the inaugural Olympic Winter Games, U.S. speed skater Charles Jewtraw wins the first-ever winter gold medal ... Canada ices the hockey gold. At the Paris Games, future Tarzan star Johnny Weissmuller wins three swimming golds.

1928 Chevy switches from four- to six-cylinder engines. 1929: U.S. automakers produce 5,337,087 cars. 1930: Cadillac introduces a V-16, 165-hp engine. 1931: Buick offers a V-8.

At St. Moritz, America scores surprising wins in the four-man bobsled and since-discontinued skeleton (sled) events. Women's track and field events are first staged at the Amsterdam Games ... Finn Pavo Nurmi wins the last of his 12 Olympic medals.

1932 Pontiac Motor Division established from Oakland. 1933: Power brakes are offered. 1934: Chevrolet features independent front-wheel suspension. 1935: Worldwide, 35 million motor vehicles are in use.

New York Governor Franklin Roosevelt opens the Olympic Winter Games at Lake Placid ... U.S. wins 10 of 12 speed skating medals. The Games at Los Angeles belong to American Babe Didrikson, who wins two track golds and a silver.

1936 The Buick Century, with a top speed of 100 mph, goes on sale. 1937: Olds and Buick offer

the Automatic Safety Transmission. 1938: Buick adds electric turn signals. 1939: The first GMC diesel truck is produced.

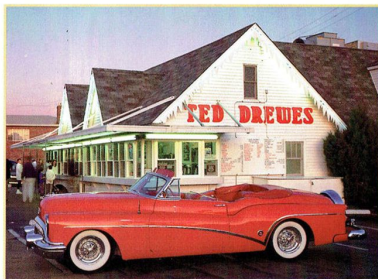
Germany hosts heavily Nazi-influenced Olympic Winter Games ... With her third straight gold, Norwegian Sonja Henie concludes her Olympic career. Hitler's showcase Olympic Games at Berlin are overshadowed by American Jesse Owens' four gold medals.

1940 Cadillac features Hydramatic Drive. 1941: World War II forces the auto industry to again retool for arms production. 1942: Production of passenger cars is halted ... Gas rationing begins. 1943: General Motors produces one-quarter of American military aircraft.

The rapidly escalating war in Europe and Asia prompts cancellation of both the Olympic Winter and Summer Games.

1944 GMC's amphibious DUKW enters World War. 1945: Car production resumes with 1942's models ... GM divisions later release new models. 1946: Automobile Manufacturers Assoc. employs 661,000 hourly and 178,000 salaried U.S. workers.

•1953 BUICK SKYLARK



Ransom Eli Olds



1918 GMC Truck

1922 Chevy Panel Truck



1933 Pontiac Straight Eight



1947 Cadillac Series 62



1950 Cadillac Series 62



1995 GMC Yukon



1996 Pontiac Trans Am



1902 Curved Dash Olds



WWI Tank Test



1930 Cadillac V-16

1948 Buick Roadmaster



1957 Chevrolet Corvette



1958 Oldsmobile Super 88



1971 Buick Riviera

1973 Pontiac Firebird



1996 Chevrolet Cavalier



1996 Geo Tracker



1996 Saturn SL2



1896	1900	1904	1906	1908	1912	1916	1920	1924	1924	1928	1928	1932	1932	1936	1936	1940	1944	1948	1948	1952	1952
Athens	Paris	St. Louis	Athens	London	Stockholm	World War I	Antwerp	Paris	Chamonix	Amsterdam	St. Moritz	Los Angeles	Lake Placid	Berlin	Garmisch-Partenkirchen	World War II	London	St. Moritz	Helsinki	Oslo	

1956	1956	1960	1960	1964	1964	1968	1968	1972	1972	1976	1976	1980	1980	1984	1984	1988	1988	1992	1992	1994	
Helsinki	Corbina d'Alpe	Rome	Squaw Valley	Tokyo	Innsbruck	Mexico City	Grenoble	Munich	Sapporo	Montreal	Innsbruck	Moscow	Lake Placid	Los Angeles	Sarajevo	Seoul	Calgary	Barcelona	Albertville	Lillehammer	

Baron de Coubertin



1896 First Model Ceremony



1912 Jim Thorpe



1904 Ray Ewry

1932 Babe Didrikson



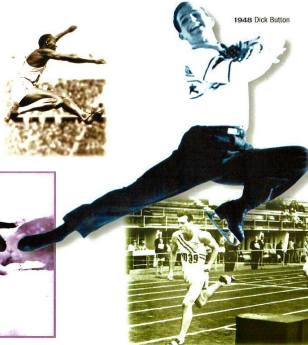
1936 Jesse Owens



1936 Sonja Henie



1948 Dick Button



1952 Stein Eriksen



1948 Bob Mathias

1968 Dick Fosbury

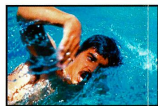


1960 Wilma Rudolph

1964 Al Oerter



1972 Mark Spitz



1968 Peggy Fleming



1976 Nadia Comaneci



1980 U.S. Hockey Team



1984 Mary Lou Retton

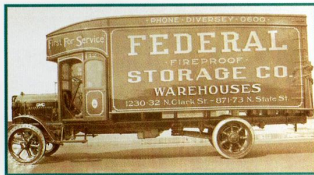


1980 Matt Biondi

1980 Phoebe Mills



1994 Tommy Moe



FEDERAL VAN

The Olympic Games are canceled as the war continues.

1948 Olds and Cadillac produce high-compression V-8s. 1949: The Rocket V-8 powers the Olds 88. 1950: The Korean War temporarily interrupts vehicle production.

The Olympic Winter Games return to St. Moritz ... U.S. skier Gretchen Fraser wins a surprise gold in the slalom ... Harvard freshman Dick Button debuts with a gold in men's figure skating. At the London 1948 Games, Californian Bob Mathias wins the decathlon.

1952 Power steering is offered on Oldsmobile, Cadillac and Buick models. 1953: Chevy's fiberglass-body Corvette debuts. 1954: GM builds its 50-millionth car, a Chevy. 1955: Chevrolet introduces the Nomad station wagon.

Scandinavians dominate the Olympic Winter Games at Oslo, including 18 of 24 medals in skiing ... Debonair Norwegian skier Stein Eriksen wins the giant slalom. At the Olympic Summer Games at Helsinki, Bob Mathias repeats his decathlon win.

1956 GM Technical Center dedicated. 1958: GM marks its 50th anniversary with a year-long Golden Milestone celebration.

U.S.S.R.'s debut produces hockey gold at Cortina

d'Ampezzo. Austria's Toni Sailer sweeps all three Alpine events ... At Melbourne, Soviets dominate the Games, taking home 98 medals ... Australia's animal quarantine laws

force equestrian events to Stockholm.

1960 Buick Special, Oldsmobile F-85 and Pontiac Tempest are GM's new small-car offerings. 1961: Dual brake systems are standard on Cadillac. 1962: The Chevy II and Buick's V-6 Special premiere. 1963: The Corvette Sting Ray is introduced.

The U.S. gold-medal hockey team scores a stunning upset at Squaw Valley, Calif. ... American figure skaters Carol Heiss and David Jenkins win golds. Wilma Rudolph wins the 100-meter sprint and two other golds at the Rome Olympics.

1964 Pontiac's GTO kicks off the "muscle car" era. 1965: GM opens its Futurama exhibit at the New York World's Fair. 1966: Olds introduces its front-wheel-drive Toronado. 1967: Chevy's Camaro and Pontiac's Firebird debut ... GM produces its 100-millionth vehicle in the U.S.

At the Olympic Winter Games at Innsbruck, Soviet speed skater Lydia Skoblikova sweeps the women's events ... Cross-country skier Sören Jernberg of Sweden wins the 50 kilometer, his fourth gold in three Olympic Games. In Tokyo, American Al Oerter wins his third gold medal for the discus throw ... Ethiopian



1934 PONTIAC EIGHT

barefoot runner Abebe Bikila repeats as marathon champ, this time wearing shoes.

1968 The 50-story General Motors Building opens in New York. 1969: GM technology assists in first manned landing on the moon. 1971: GM acquires 34.2% of Japan's Isuzu.

At Grenoble, charming U.S. figure skater Peggy Fleming skates away with the gold. Mexico City is the site of American Bob Beamon's record-smashing long jump ... Teammate Dick Fosbury wins the high jump using his backward "Fosbury Flop."

1972 Richard C. Gerstenberg becomes the chairman of General Motors. 1973: OPEC enacts an oil embargo ... GM and others have standard 5-amp humpers. 1974: Voluntary "odd-even" gas plan goes into effect in the U.S. 1975: The Cadillac Seville and Chevrolet Chevette are introduced.

In Sapporo, three Japanese ski jumpers soar to a surprising sweep of the 70-meter event ... Holland's Ad Schenk captures three gold medals in men's speed skating. While U.S. swimmer Mark Spitz wins an unprecedented seven golds at the Munich Games, Australia's Shane Gould earns three women's swimming events.

1976 The Chevette is the first American car to place first in

EPA fuel-economy ratings ... A Cadillac Eldorado is the last U.S.-built convertible until 1982. 1977: Olds becomes the third automaker ever to build a million cars in a model year. 1978: Buick, Cadillac and Oldsmobile offer redesigned front-wheel-drive models. 1979: Chevrolet builds its one-millionth vehicle.

Austria wins its first gold in ski jumping as Karl Schnabl flies



1957 CORVETTE

farthest on the 90-meter hill. American boxers shine in Montreal as Sugar Ray Leonard and the Spinks brothers, Michael and Leon, pound out wins ... Romanian gymnast Nadia Comaneci scores the first perfect 10 in Olympic history.

1980 After 76 years, Buick builds its last V-8 engine block. 1981: GM joins the front-wheel-drive era as each division has a version of the J-car. 1982: Chevy's S-10 small pickup goes up against Japanese models ... Chrysler launches a new convertible car. 1983: Buick City opens at Flint ... GM announces the Saturn Project.

But for Eric Heiden's sweep of five speed skating races at

Lake Placid, the U.S. was just one other gold—a miraculous victory in hockey ... Austria's Ingemar Stenmark dominates the slalom and giant slalom events. While Americans boycott Moscow, Soviet gymnast Aleksandr Ditiatin cops eight golds.

1984 The Corvette marks its first major redesign in 15 years. 1985: Chevy's Nova is the first model from NUMMI, the GM-

1989: Chevy launches its Lumina family. 1990: The first Saturn rolls off the line ... A prototype of GM's electric car, the Impact, is unveiled. 1991: GM introduces 24-hour Roadside Assistance program.

Heroes at Calgary's Olympic Winter Games include American speed skater Bonnie Blair and Canadian figure skater Elizabeth Manley. At the Seoul Games, Jackie Joyner-Kersey wins the heptathlon and long jump ... American swimmer Matt Biondi captures a record-tying seven medals ... Phoebe Mills is the only American gymnast to win a medal at Seoul, taking home the bronze for her performance on the balance beam.

1992 GM reorganizes to streamline business practices and downsize its North American Operation ... John F. Smith, Jr. is named president of GM. 1993: GMC Truck division enjoys its best year ever, with sales surpassing the 400,000 mark.

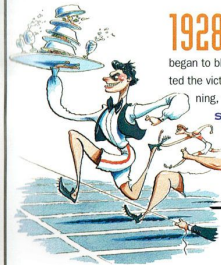
Freestyle mogul skiing debuts at Albertville, where native Edgar Grosprion and American Donna Weinreb win the gold. At the Barcelona Games, in winning the women's 100-meter hurdles, Paraskevi Patonidou becomes Greece's first track medalist since 1896.

1994 GM posts an all-time record net income of \$4.9 billion. 1995: Oldsmobile introduces the Aurora. Buick introduces the new Riviera.

Winter Olympians at Lillehammer cheer Bonnie Blair's unprecedented fifth gold ... Native speed skater Johann Olav Kos sets Olympic records in winning three races ... Tommy Moe was the gold for the U.S. in his first major downhill race.

OLYMPIC FLASHBACKS

MEMORABLE EVENTS ... TOP COMPETITORS ... FASCINATING FACTS



1928 AMSTERDAM: For the first time in Olympic history, women were permitted to compete in track and field—at least in five events. The Canadians, led by high jumper Ethel Catherwood, began to blaze the trail for future generations. A mélange of individual stars and emerging national teams dotted the victory stands in 1928. It was Canadian Percy Williams in the sprints, the Finns in longer-distance running, the Swiss in gymnastics and the Americans in rowing and swimming.

ST. MORITZ: Sonja Henie, 15, became the first international superstar of winter athletics.

Her gold-medal-winning interpretation of *Swan Lake* launched a revolution in figure skating. Clas Thunberg, Finland's speed skater, augmented his gold medal collection to five. Canada defended its hockey title.

DOUBLE-GOLD-MEDAL-WINNING SPRINTER PERCY WILLIAMS OF CANADA HAD TO WAIT TABLES DURING THE 1928 OLYMPIC GAMES TO PAY FOR HIS ACCOMMODATIONS IN AMSTERDAM.



ADOLF HITLER'S THIRD REICH WAS IN FULL FORCE AT THE BERLIN 1936 GAMES

1936 BERLIN: The first Olympic Games with a TV audience—a limited presentation available in the Berlin area—the 1936 Games were opened with Adolf Hitler's Nazi salute to his marching German athletes. Fortunately, and despite the tense political climate, the Games concluded successfully and without incident. There were, in fact, more than three times as many competitors at Berlin than at Los Angeles four years earlier.

For the only time between 1920 and 1952, a nation other than the U.S. won the most medals. The Germans delighted their feverishly nationalist home audience with 33 gold medals and 89 overall awards. The U.S., however, continued to dominate the "glamour" category, track and field. Ironically, within the ambience of ubiquitous Nazi racism, it was a contingent of 10 African-American athletes whose star shone brightest. The group won seven gold, three silver and three bronze medals. Four of the golds belonged to the incomparable Jesse Owens, the son of an Alabama cotton-picker who matched or broke numerous Olympic records in 1936.

GARMISCH-PARTENKIRCHEN

The 1936 Olympic Winter Games set records for attendance by participants and spectators. This event was also noteworthy for its introduction of Alpine skiing as an Olympic sport.

It was at these Games that the Olympic world fade farewell to beloved skater Sonja Henie. A week after winning her third consecutive gold medal, she glided to her tenth world championship.

Henie, triple-gold speed skater Ivar Ballangrud and Birger Ruud (ski-jump winner) accented an overwhelming performance by the Norwegian team. The Americans blipped to a single gold and three bronze medals, winning only the two-man bobsled event.

GLENN MORRIS WON THE DECATHLON IN 1936.



EDDIE EAGAN WON GOLD IN BOTH SUMMER AND WINTER.

1932 LOS ANGELES: In the context of the Great Depression, the 1932 Games sired a profound sense of national pride in the U.S., both in their staging and in the results. The Americans harvested 104 medals; no other nation earned more than 36.

A Texan captured the imaginations of fans throughout the world, forever changing the perception of women as athletes. Eighteen-year-old Mildred "Babe" Didrikson set world records in the 80-meter hurdles and the javelin, while also winning a silver medal in the high jump. Enduring innovations in these Games included the first "Olympic Village" for athletes, the introduction of photo-finish equipment in track and the appearance of the three-tiered victory stand.

LAKE PLACID: Other than having to haul in snow from Canada, the Games were a feather in the Alpine cap of America, theatrically and competitively. The U.S. dethroned Norway by accumulating 12 medals, half of them gold. Two were won by speed skater and native New Yorker Irving Jaffee. American bobsledder Eddie Eagan, a boxing gold medalist in 1920, became the only athlete ever to capture gold in both the Olympic Summer and Winter Games. Sonja Henie successfully defended her figure skating title of 1928.



JEAN SHILEY WON THE HIGH JUMP IN 1932 AFTER A JUMP-OFF WITH BABE DIDRIKSON.

FRANCIS ARNOT, A GOLD MEDALIST IN CANOEING IN 1936, ONCE RESCUED THREE MEMBERS OF THE OTTAWA ROUGH RIDERS CANADIAN FOOTBALL LEAGUE TEAM FROM DROWNING.

MY COUNTRY 'TIS OF *me*

BY BONNIE BLAIR

A five-time Olympic gold-medal winner says it was the folks back home who gave her the inspiration to be a world champion

After I won my first Olympic gold medal in speed skating at the Calgary 1988 Olympic Winter Games, the media dubbed me "America's Kid Sister." Having grown up as the youngest of six children, I was already comfortable with that nickname. And even now, after winning four more gold medals, it still fits. That's because my success belongs as much to my hometown and my country – and my supportive fans everywhere – as it does to me and my family.

Of course, it all started with my family. In Champaign, Illinois, where the winters are long, skating was a way of life in the Blair household. I was just two and could barely walk when my mom slipped a pair of hand-me-down skates over my shoes. From then on, though, it was hard to keep me out of them.

I cannot remember ever *not* skating. And since I started competing, I can never remember a time when my family was not there to support me. Once, when I was about 12, I visited my father at his office. He introduced

me to a co-worker and said, "She's going to be in the Olympics someday and win a medal." I thought he had no idea of what he was talking about, because I skated in short track, pack-style races, which at the time was not an Olympic sport.

A few years later, when I started competing in long track, Olympic-style races, Dad's words came rushing back to me. Instead of racing against everyone else as I did in short track, I was now challenging the clock. I discovered I could push myself to keep reaching for my best time. Maybe my father was right, maybe I could make it to the Olympics. I soon realized that the world's attention, as far as success as an athlete goes, is focused on the Olympics. That's when I made getting there my dream, too.

After I made the Olympics my goal, I realized something else: Just as important as my dream was the strong support of my family and the values they instilled in me. From the very beginning of my quest, my parents, brothers and sisters supplied just the right amount of encouragement.

They were there to take me to practice and meets; instead of taking summer vacations, they took time off to travel to my races throughout the winter. My family always wanted me to be happy and have fun skating. I never felt pressure to win, just to do my best.

As I got closer to my goal, the expense of training, equipment and travel grew larger. To help, the Champaign Police Department organized fund-raisers, and my hometown became part of my support team. With that type of encouragement, I was able to make my first Olympic team in 1984 when I was 19. In what was then a peaceful Sarajevo, I remember walking into the stadium for the Opening Ceremonies and feeling tears rush to my eyes. I was so honored just to be there on behalf of my country. I placed eighth in the 500-meter sprint, but I left Sarajevo satisfied and inspired to continue skating competitively.

My dream finally came true in Calgary in 1988 with a gold medal – and a world record of 39.10 seconds – in the 500 meters. Many people still ask me how it felt to stand on the podium, wearing the medal around my neck while "The Star Spangled Banner" played and the American flag was raised. The faces of my family in the stands conveyed all my emotions: one sister cheering, another crying, my brother high-fiving a friend, my mom quiet, as if I were still racing.

My other support team, though, was at home in Champaign, gathered in front of TV sets in living rooms and restaurants. I remember wishing I could have been there, watching them watch me and sharing in what



they were doing. They shared in my achievement, and I'm sure they felt proud that they'd helped me reach my goal. I think they would have felt that way even if I'd come in tenth. (I also won a bronze in the 1000 meters and finished fourth in the 1500.)

Four years later, in Albertville, France, those emotions were even stronger when I won gold medals in both the 500- and 1000-meter events, becoming the first U.S. woman to earn gold at two different Olympic

Winter Games. Afterward, everyone expected me to retire. But the 1994 Games were only two years off, and I couldn't pass up one more shot at the gold. Hard training – and the continued support of my family and my country – paid off again in Lillehammer, Norway, where I managed to duplicate my gold-medal performances from Albertville.

Becoming the first woman ever to earn five Olympic gold medals was quite a thrill. But to this day I'm

reminded of how I got to that point. In Lillehammer, I remember looking up into the stands and seeing groups of Americans in matching jackets. They were employees of U.S. corporations that were sponsoring the Games. When I saw those cheering fans, I knew I was getting support from people all over the country. We had all come together as a team.

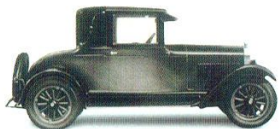
At all four Games, I saw athletes from many countries. Unlike those from the United States, most were supported by their governments. My support came from my family, my community and my corporate sponsors. Everything was voluntary and all of it uniquely American. They were willing to put their money and encouragement behind me – and without insisting that I bring home the gold. Their attitude was: "She's got a dream, she's got a goal. Who

**MY SUPPORT CAME FROM MY
FAMILY, MY COMMUNITY AND
MY CORPORATE SPONSORS.
IT WAS UNIQUELY AMERICAN**

knows how she'll do? But at least she's trying."

Today I'm retired from competition, although I'm still very close to and involved in speed skating. Even now, as I reflect on why I excelled at the Olympic Winter Games, I still give credit to my extended "family" – the Blairs and my relatives, the city of Champaign and my fans all over the country. They all helped me get to the podium. And, I'm happy to see, they all continue to proudly support other American athletes. They're a big part of why American athletes have been so successful at every Olympiad. I feel lucky to have grown up with their support. I needed every bit of it to see my dreams come true. ■

PONTIAC

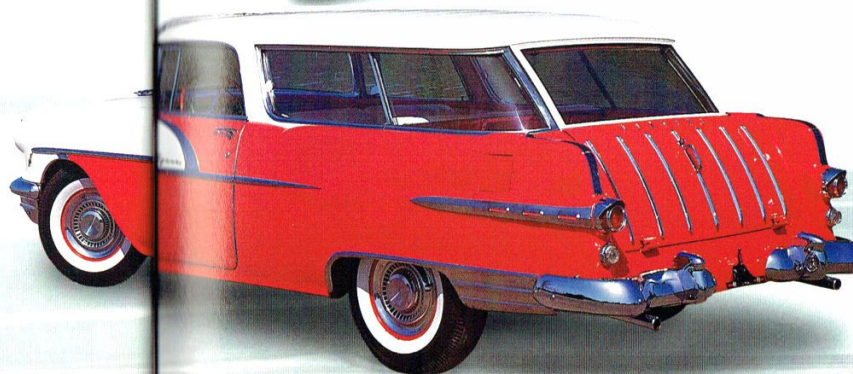


•1926 COUPE

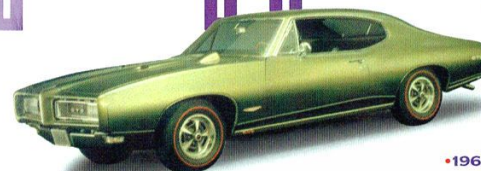
•1973 FIREBIRD



•1956 SAFARI



•1996 TRANS AM

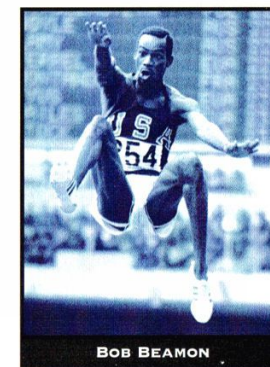


•1968 GTO

Around the turn of the century, Pontiac, Michigan, was a quiet little town in Oakland County, about halfway between Flint and Detroit. William Durant, who was to play the key role in the formation of General Motors, then had the country's largest horse-drawn vehicle manufacturing facility in Flint. But Durant hadn't entirely cornered the market. There was still room for Edward M. Murphy's Pontiac Buggy Company, started in 1893, in the crowded buggy-building field. Murphy, like his competitor and friend Durant, could see that the emerging horseless carriage would dramatically cut into the buggy business. So Murphy laid the groundwork for a switch to automobile production.

World-Class Performer

Bob Beamon's astronomical long jump at the 1968 Olympic Games is often cited as the most dramatic single achievement in sports history. Beamon appeared to be untethered by Earth's gravity as he sailed 29 feet, 2½ inches – a world-record-shattering mark that was wholly unanticipated. In the 33 years since Jesse Owens' previous record of 26 feet, 8¼ inches, only 8½ inches had been added. Beamon, a track and field standout in high school and college, came to Mexico City the favorite, having won 22 of 23 previous meets that year. Still, he had to beat all three medalists from the 1964 Games. After fouling on his first two tries, Beamon's record jump was virtually flawless. So were the atmospheric conditions – the maximum allowable wind at his back, high humidity and thin mountain air



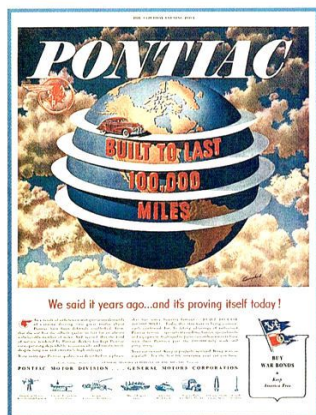
BOB BEAMON

– factors that his detractors were quick to point out. Although Beamon never again equaled his Olympic leap – his record was finally broken in 1991 by American Mike Powell's 29-foot, 4½-inch jump – his dramatic Olympic moment will never be forgotten.



By 1907, Murphy was ready to act. But first he had to find the engineering expertise he needed. The search led him to Alanson Brush, who then was trying to sell a runabout he'd built to Cadillac. Cadillac turned him down, but the car was just right for Murphy. The two men struck a deal, and with that Murphy organized the Oakland Motor Car Company.

The first Oakland was not particularly successful, however, and almost immediately the company was in financial trouble. Murphy needed capital, which Durant had...



•THIS 1945 PONTIAC AD USED THE DIVISION'S SLOGAN, COINED NINE YEARS EARLIER, TO PROMOTE SERVICE DURING THE WAR YEARS.

well, not really. Typical of Durant's investment methods, he used General Motors stock to acquire half of Oakland.

Why Durant bought into Oakland isn't certain. Oakland offered little to GM, except Murphy, whose entrepreneurial skills Durant admired. But whatever Durant's plan for Murphy might have been, it never came to fruition because Murphy died the following year, in 1909, at the age of 45. Durant subsequently bought the other half of Oakland, which, surprisingly, started to grow. In 1919, the all-time Oakland

production record of 52,000 cars was set. After that, however, sales dramatically fell off.

But Alfred P. Sloan, Jr. saw something else in Oakland. During the early twenties, Sloan, who led GM from 1923 to 1956, first as president and then as chairman, recognized two gaps in the corporation's multi-division lineup of cars. One existed between Chevrolet and Oldsmobile, another between Buick and Cadillac. Theoretically, Oakland was supposed to fill the Chevy/Olds gap, but it simply wasn't competitive enough to lure the new customers Sloan wanted.

Two new models were needed to keep GM competitive. Those models turned out to be Pontiac, designed to do what Oakland hadn't, and LaSalle, to fill the Buick/Cadillac gap. Sloan later recalled: "The most dangerous gap was that between Chevrolet and Olds. On this reasoning, we made one of the most important decisions in the history of General Motors, namely to fill the gap above Chevrolet with a brand-new car with a new six-cylinder engine."



•1958 BONNEVILLE

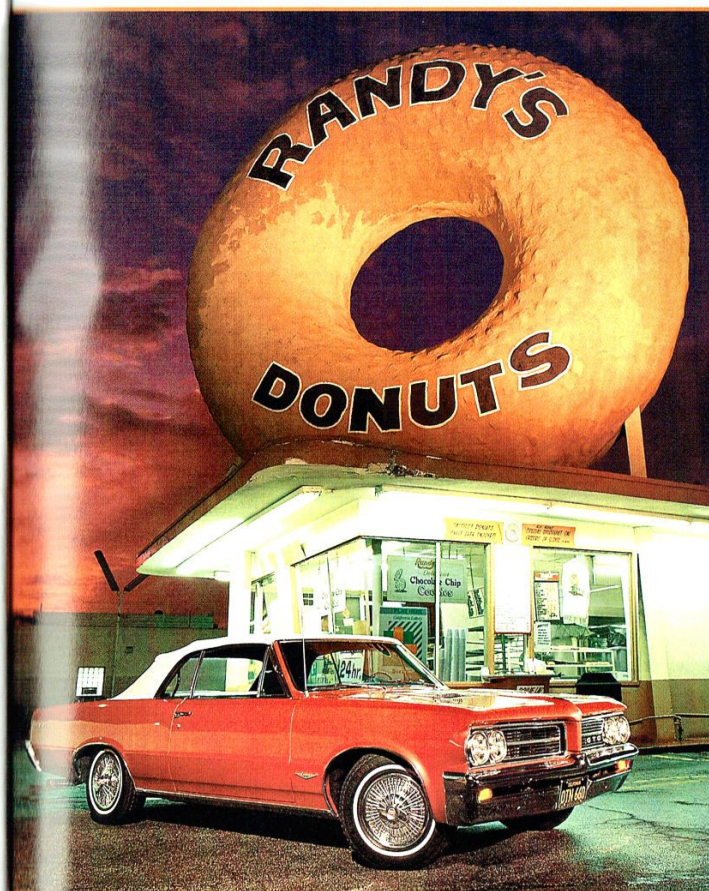
Semon E. "Bunkie" Knudsen

A NEW ERA STARTED FOR PONTIAC IN 1956 WHEN BUNKIE KNUDSEN TOOK CONTROL OF THE DIVISION. AT 43, HE WAS GM'S YOUNGEST GENERAL MANAGER. HIS FATHER, WILLIAM S. KNUDSEN, WAS A FORMER PRESIDENT OF GM. ONE OF THE HIGHLIGHTS OF BUNKIE'S TENURE — BEFORE HE BECAME HEAD OF CHEVROLET IN 1961 — WAS THE INTRODUCTION OF THE YOUTHFUL TEMPEST.



He was referring to the first Pontiac, the Series 6. It went into production in December 1925, with the likeness of the Ottawa Indian chief Pontiac as its badge (the Native American tie-in would last well into the seventies). The Pontiac had its own body and engine, but under-

THE FIRST PONTIAC, THE SERIES 6, WENT INTO PRODUCTION IN 1925. ITS SUCCESS LED TO THE FALL OF THE OAKLAND DIVISION



•1964 GTO CONVERTIBLE



•1936 SILVER STREAK

IN 1935, PONTIAC INTRODUCED THE SOON-TO-BE-FAMOUS SILVER STREAK. ITS DISTINCT STYLING INSTANTLY BECAME A TRADEMARK FOR THE DIVISION

neath were components from sister divisions — another GM concept that would soon be adopted industry-wide. Pontiac was immediately successful, far outselling Oakland, which struggled along until 1932. Oakland was then renamed the Pontiac Motor Company.

Six-cylinder engines were the standard at Pontiac until 1933, when the straight eight appeared. The engine went into a body designed by a 25-year-old Californian named

•1962 BONNEVILLE



Frank Hershey, who had just been named Pontiac's head designer. Hershey is said to have complained about the proposed '33 Pontiac to GM design chief Harley Earl, who gave the young man two weeks to make his suggested changes. The collaboration produced a design considered by many as one of the most beautiful Pontiacs of all time.

The success of the 1933 Pontiac put the division on solid financial footing. The 1935 models took that a step further with the introduction of the soon-to-be-famous and instantly popular Silver Streak. That model featured a wide band of fine chrome bars that swept down the hood from the windshield and cascaded over the nose and grille. The styling immediately became a Pontiac trademark. Fittingly, the division celebrated the assembly of its one millionth car that same year.

The last years of the thirties saw the advent of two advertising slogans that Pontiac would live by for the next two decades: "The Most Beautiful Thing on Wheels" and

"Built to Last 100,000 Miles." Other highlights of the decade were the all-steel body, the column-mounted gearshift and, in 1939, for the first time, two body styles.

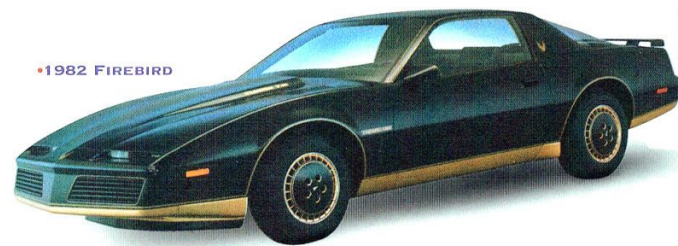
Pontiac, as did all the automakers, suspended passenger car production as part of the industrial war effort. The division earned a record

'MUSCLE CARS' LIKE THE GTO AND FIREBIRD GAVE PONTIAC A REPUTATION AS GM'S PERFOR- MANCE DIVISION. IN 1967, ONE OUT OF EVERY 10 CARS SOLD IN THE U.S. WAS A PONTIAC

number of "E" flags from the Navy for excellence in product quality. And, like all the others, Pontiac went back into production in 1945 with a continuation of its '42 models.

The postwar demand for cars was insatiable, so there were no worries about selling the same design for a while. Pontiac's first automatic transmission, the Hydra-matic, was an option in 1948. During the next several years, Pontiac cut back to one body type — part of a general plan at GM to reduce manufacturing complexity. Regardless, sales were good to excellent as the fifties opened.

The Catalina nameplate joined the Streamliner and Chieftan models in 1950. Although no longer in use at the time, those names said



•1982 FIREBIRD

"Pontiac" to millions of Americans for decades. By the mid-fifties Pontiacs were taking on some rakish new styles. The '54 Star Chief Custom Catalina, for example, was a hardtop with fender skirts and modest tail fins. A year later, Pontiac replaced its old straight eight with the overhead-valve V-8, which had been developed by Chevrolet.

Semon E. "Bunkie" Knudsen took over Pontiac in 1956. His directive was to change the division from one that produced high-value cars for conservative, older buyers to one with cars attractive to buyers of all ages and demographics. Under Knudsen, the stylish Bonneville was created; the Tempest, with its rear-mounted transmission, was devel-

oped; and Pontiac clearly pointed in a more youthful direction.

Pete Estes succeeded Knudsen in 1961. Under John DeLorean, who took control in 1965, Pontiac pumped out its "muscle cars," the GTO and Firebird. Those two models helped to turn Pontiac around and to secure its reputation as GM's performance division. In 1967, one out of every 10 cars sold in the United States was a Pontiac.

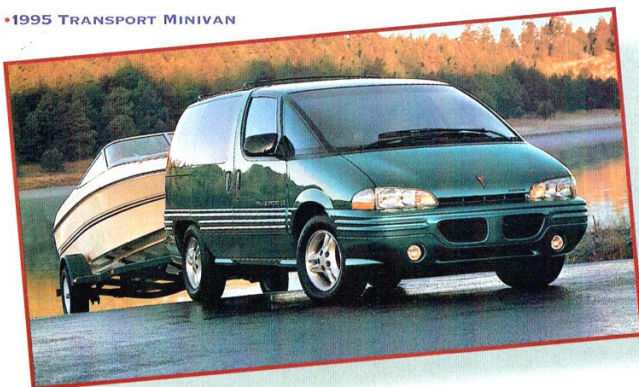
The next decade brought transition throughout the industry. Performance was out, emission controls and fuel economy were in. Pontiac, however, fared relatively well and, in 1979, produced more than 700,000 units. The company

introduced the small Astre, the mid-size Grand Am and the sporty LeMans.

Another period of change came at the beginning of the eighties, when

William Hoglund became general manager. His task became Pontiac's battle cry: "We Build Excitement." At first it was just a slogan, but slowly the excitement began. Perfect examples of that attitude were the 1982 Firebird, the 6000 STE performance sedan, the Fiero two-seater and a reborn Grand Am.

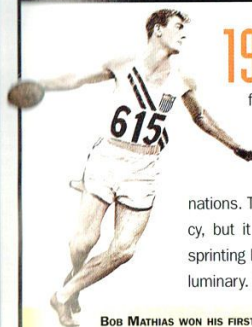
Pontiac in the nineties has been marked by daring interior and exterior design. There is no confusing a Pontiac with anything else on the road. It is GM's youthful, European-flavored division, where performance and value work together. ■



•1995 TRANSPORT MINIVAN

OLYMPIC FLASHBACKS

MEMORABLE EVENTS ... TOP COMPETITORS ... FASCINATING FACTS



BOB MATHIAS WON HIS FIRST OF TWO SUCCESSIVE DECATHLONS AT LONDON.

1948 LONDON: These Games rose out of World War II's ashes, following a 12-year hiatus. Although the Germans and Japanese were not invited to compete, new participation levels were reached for individuals and nations. The U.S. team returned to medal supremacy, but it was Francina "Fanny" Blankers-Koen, a sprinting Dutch mother of two, who emerged as the luminary. She became the first woman to win four

Olympic gold medals by sweeping the 100 meters, 200 meters, 80-meter hurdles and sprint relay. American fans lavished their affections on 17-year-old decathlete Bob Mathias. The Californian proved golden by setting a world record in only the third competition of his life.

ST. MORITZ: The big story was the swan song of the greatest ski-jumping family in history: the Ruuds of Norway. Birger won a silver medal to add to his golds of 1932 and '36; brother Sigmund had secured silver in 1928; and brother Asbjorn finished seventh in these Games. The U.S. team took heart as skier Gretchen Fraser and figure skater Dick Button became the first non-Europeans to win gold in their events.

WITHIN AN HOUR OF EMIL ZÁTOPEK'S GOLD-MEDAL-WINNING PERFORMANCE IN THE 5000-METER RACE IN 1952, HIS WIFE DANA ZATOPKOVA CAPTURED GOLD IN THE JAVELIN. ADDING TO THE IRONY WAS THAT THE TWO CZECHS HAPPENED TO BE BORN ON EXACTLY THE SAME DAY.

1952 HELSINKI: The United States again finished atop the medal count, but a new, athletic superpower emerged: the Soviet Union. The Russians, competing for the first time since 1912, led the competition through most of the Games. They were overtaken only when America snatched five golds in boxing during the final days.

Indefatigable Czech runner Emil Zátopek was the standout of these Games, winning a grueling triumvirate of distance races, including the marathon. Among the American heroes were decathlete Bob Mathias (defending his 1948 title), diver Patricia McCormick and 17-year-old middleweight boxer Floyd Patterson.

OSLO: Host Norway paced the medal count, and Scandinavians won 18 of the 24 men's skiing medals. Leading the Norwegian parade was truck driver/speed skater Hjalmar Andersen, the only athlete to collect three golds. In two of his events, the 5000 and 10,000 meters, he posted the most decisive victories in history. The legacy of the 1952 Games, however, was American skater Dick Button. Four years earlier, he had completed the first double axel ever in competition. This time, his triple loop stunned the judges and earned him a gold medal.

AMERICAN DIVER PAT MCCORMICK WOULD WIN TWO MORE GOLD MEDALS, IN 1956.



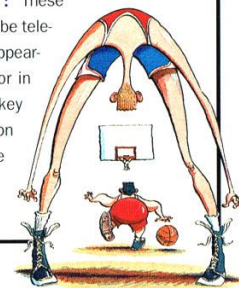
AFTER HER BRI-
LIANT SKATING
CAREER, TENLEY
ALBRIGHT BECAME
A SURGEON.

1956 MELBOURNE: This first-ever Southern Hemisphere Games produced Russia's first Olympic superstar, Vladimir Kuts. Setting breakneck paces, "The Iron Man" won the 5000- and 10,000-meter races, both in Olympic-record time. The host

Australians, meanwhile, cheered two of their greatest-ever athletes. Sprinter Betty Cuthbert captured a trio of golds, while swimmer Dawn Fraser won two, launching one of the great careers in sports history. Track and field competition was monopolized (as had become traditional) by the American

men, who won 15 golds in 24 events. Sprinter Bobby Joe Morrow picked up three of them — two individually and one in a relay.

CORTINA D'AMPEZZO: These were the initial Olympic Winter Games to be televised. The Soviets, making their first appearance on the winter scene, were a factor in every event, even wrestling the ice hockey gold. An Austrian plumber, Toni Sailer, won the three-race, Alpine "grand slam." The U.S. team won golds only in figure skating (Hayes Jenkins and Tenley Albright).



IN A 1948 BASKETBALL GAME, A CHINESE GUARD TOOK AN UNUSUAL ROUTE TO THE HOOP: HE DRIBBLED BETWEEN THE LEGS OF SEVEN-FOOT U.S. CENTER BOB KURLAND AND LAID IT IN FOR A BASKET.

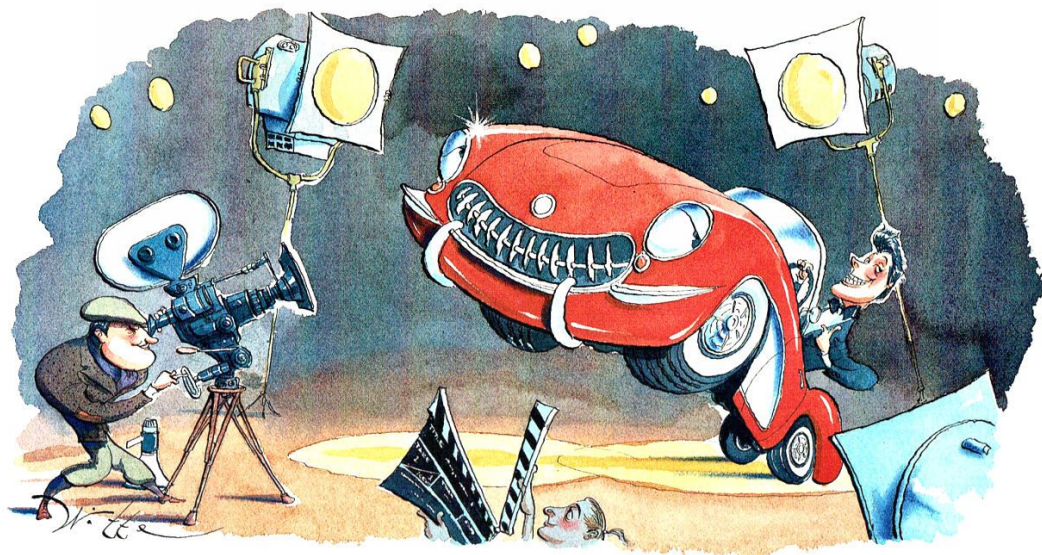
1960 ROME: The defining moment was the day on which New Zealanders Peter Snell (800 meters) and Murray Halberg (5000 meters) won races. The U.S.S.R.'s Boris Shakhlin was spectacular in gymnastics, earning seven medals (four golds). The brightest American stars were swimmer Christine von Saltza, a winner of three gold medals, and sprinter Wilma Rudolph, who also won three events — overcoming a childhood disease that had left her unable to walk normally for 10 years.

SQUAW VALLEY: At a secluded site on which little more than a few cabins and a chair lift previously stood, only the U.S.S.R. went home with more medals than did the U.S. The Yanks' sweetest moment was its maiden ice hockey win over the Soviets, a confection garnished with a defeat of Czechoslovakia in the gold medal game. Individually, David Jenkins (brother of 1956 gold-medal-winning Hayes Jenkins) and Carol Heiss kept figure skating preeminence in American hands.

ENTERTAINING

AUTOS

BY TIM KISKA



Clint Eastwood likes GMC trucks, whether he's playing a photographer in *The Bridges of Madison County* or a good ol' boy in *Any Which Way But Loose*. James Garner traveled from case to case on "The Rockford Files" in a Pontiac Firebird.

Virtually everything that TV and movie viewers see on the screen is planned. And that goes for the cars that characters drive.

"Cars are just like actors and actresses," explains Orali Devaney, a vice president of Hollywood's Rogers & Cowan, a public relations firm. "We do for a car company what an agent would do for an actor. We try to keep them out of the bad parts," she

says, "and keep them in good parts."

Eric Dahlquist, president of Vista Group, is the agent several General Motors divisions call on in Hollywood (yes, cars have agents, too). He says it's a matter of "making sure your product is presented in a positive and realistic way."

Dahlquist, Devaney and others will review scripts to make certain the vehicles are used appropriately. Crash scenes are frowned upon. Heroes doing tricks with a car is considered a major plus.

In the grand old days of movie-making, the major studios would merely buy a car if they needed it. But it never hurt when the paparazzi snapped a shot of Clark Gable lean-

ing against a shiny new Cadillac convertible. During more current eras, General Motors has had particularly good luck in Hollywood.

- "Knight Rider," a hit TV series that aired between 1982 and 1986, featured star David Hasselhoff in a 'Trans Am, part of a five-year deal the producers had with Pontiac. Of course, that wasn't just any 'Trans Am. It came equipped with smoke bombs and flame-throwers, and could easily hit a top speed of 300 miles per hour.

- The popular film *Smokey and the Bandit* starred Burt Reynolds being pursued by a sheriff (played by Jackie Gleason) across the South; bandit Reynolds also drove a 'Trans Am. "We weren't involved in that

deal," recalls Dahlquist. "Pontiac did it directly. They had a very forward-looking marketing manager."

- In *Driving Miss Daisy*, Jessica Tandy was chauffeured about town by Morgan Freeman in a Cadillac. Given the screen time the late Tandy spent in the vehicle, that was a major coup for Cadillac.

- John Travolta, the star of the 1995 film *Get Shorty*, wheeled around Hollywood in an Oldsmobile Silhouette minivan. The van, which has a side door that opens by remote control, was part of a running gag—with Travolta showing how he could open the door without getting near it.

"We realized the potential for good exposure," says Dahlquist. "Now everybody knows the Silhouette has an automatic door."

Think of where else GM cars have been featured actors: Paul Newman driving Cadillacs in *Hud* and *Cat on a Hot Tin Roof*; Dustin Hoffman and Tom Cruise cruisin' in *Rainman* behind the wheel of a 1949 Buick Roadmaster convertible; and Martin Milner and George Maharis' weekly adventures, on the TV series "Route 66," which became famous for its sporty red-and-white 1960 Corvette.

An entertainment agent who represents a car company has to be on

the ball. For instance, if a script calls for an unusual fit—say, a character who probably should be driving a lower-priced vehicle but is seen driving an expensive one—the agent should be able to make suggestions about specific models that work best. And producers or directors may simply change vehicles because they believe a certain one is better suited to the character.

Matching the character to the vehicle can be a real chore—especially if the character is driving in the future. Sylvester Stallone's *Demolition Man*, a film set early in the 21st century, was supplied with more than a dozen GM concept cars. The producer, although he had successfully dealt with GM before, had to be particularly careful to return the one-of-a-kind prototypes in perfect shape.

Was General Motors at all worried? Well, the company did send a full-time employee to keep an eye on the precious vehicles, which had cost hundreds of thousands of dollars to design and build. GM's designated watcher was Carl Scheffer, who recalls his unusual, yet enjoyable, assignment. "We maintained the vehicles, kept them insured and

watched over the flock," he says.

Just as actors can be picky, there are roles for which car companies turn down producers and directors. "We don't love it when a dead body is found in a trunk," says Devaney. "And we don't like crash scenes." In such cases, car agents point the producer to the nearest car-rental agency.

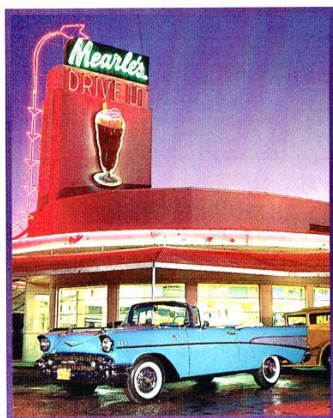
One film that gave car companies the heebie-jeebies was *The Blues Brothers*, a raucous comedy starring

CRASH SCENES ARE FROWNED UPON. HEROES DOING TRICKS WITH A CAR IS A MAJOR PLUS

John Belushi and Dan Aykroyd. As *Chicago Sun-Times* film critic Roger Ebert described one of the movie's several auto demolition scenes: "Dozens of cars piling up in intersections, caroming down Lake Shore Drive and crashing through the Daley Center—it seemed less like a film than a war." After reading that, Dahlquist was probably relieved that he had turned down the request to enlist GM cars. ■

Tim Kiska is an entertainment writer in Detroit.

CHEVROLET



•1957 BEL AIR

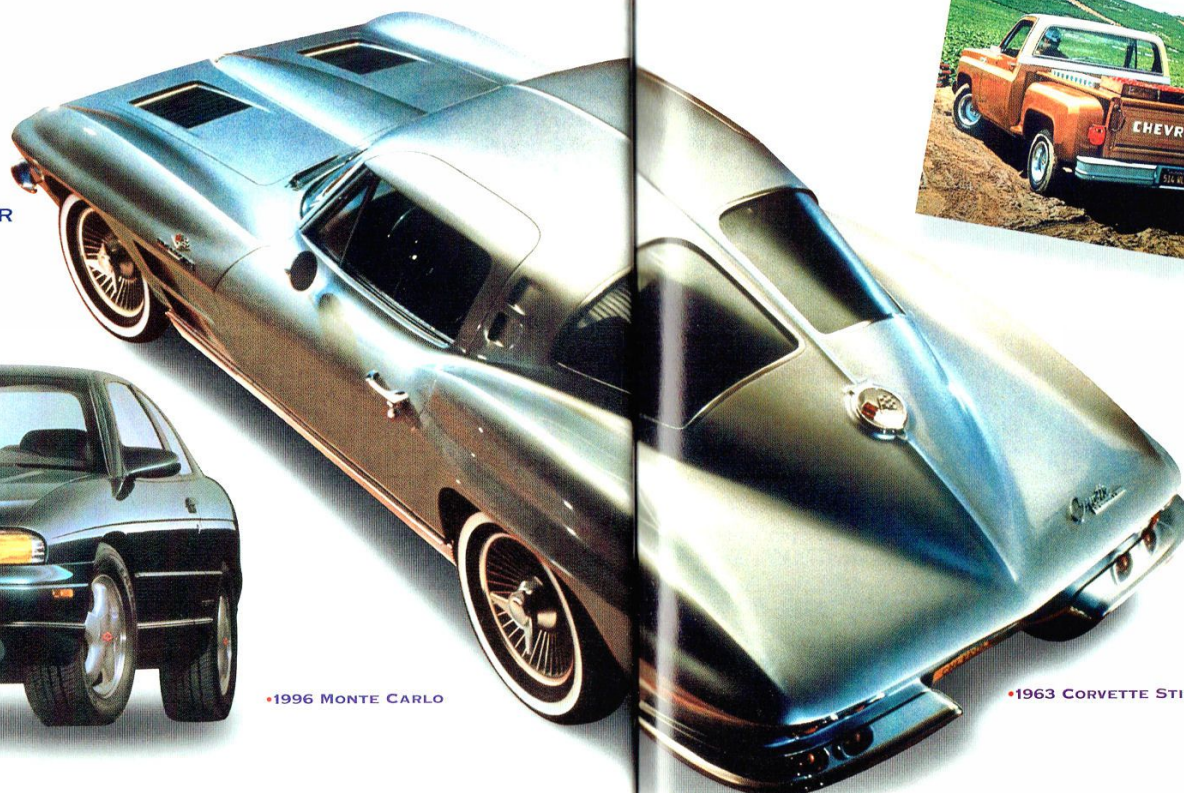
THE CHEVROLET MOTOR CAR
COMPANY BECAME PART OF
GENERAL MOTORS IN 1911



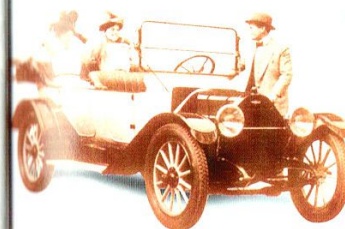
•1996 MONTE CARLO

*H*e could, it was said, sell anything. At the turn of the century he sold patent medicines and cigars; later it was insurance and real estate. But William Crapo Durant really excelled when it came to selling other people on investing in his vision of a coming revolution on America's business scene: automobiles.

Durant took over Buick in 1904 after it had built but a handful of cars. He persuaded Henry Leland to sell him Cadillac, and he generated enough backing to buy Oldsmobile. Suddenly, on September 16, 1908, Durant merged them to create the General Motors Company.



•1963 CORVETTE STING RAY



•1912 PROTOTYPE OF
A 1913 "BABY GRAND"



•1929 PHAETON



•1979 PICKUP TRUCK

World-Class Performer

At the Los Angeles 1932 Games, just a few months before Babe Ruth hit .333 in his final World Series, Mildred Ella "Babe" Didrikson gave a smashing performance. The U.S. track and field star won gold medals in the 80-meter hurdles and the javelin throw and silver in the high jump. Didrikson was born in Port Arthur, Texas, the sixth of seven children of Norwegian immigrants. Showing her prodigious athletic talent early, she was a three-time All-America basketball player in high school, as well as a track star. Just prior to her Olympic tour de force, Didrikson was all-world at a meet where, in less than five hours, the 17-year-old won four of the eight events she entered. As a team of one, she finished well ahead of the second-place contingent of 22 women from the University of Illinois. Didrikson eventually became a golfing phenomenon, winning 17 major titles between 1934 and 1955, including three U.S. Open tournaments. In 1950, the Associated Press poll of sportswriters made her the counterpart of Jim Thorpe by naming her the greatest female athlete of the first half of the century. Better known on the links by her married name, Babe Zaharias, she succumbed to a long battle with cancer in 1956 at the age of 42.



"BABE" DIDRIKSON



Durant was less successful at persuading the bankers who financed his new company's acquisitions to continue their backing. The financiers eventually refused, and by 1910 Durant was overextended. He could only watch as his beautiful corporate creation slipped from his control.

Undaunted, Durant drove to a garage on Grand River Avenue in Detroit to call on Louis Chevrolet. Chevrolet had been a driver for Buick in the early days when Durant used racing to promote the fledgling company. Chevrolet wanted to design a car, and Durant apparently liked what he heard, as well as the way the name Chevrolet sounded – pretty, European, easy to remember.

So Chevrolet went to work on a car, and Durant went to work creating a new company to build engines for it. On November 3, 1911, Durant incorporated the Chevrolet Motor Car Company. He also formed a company to build a small and inexpensive car, the Little, named for Durant's former general manager at Buick, William H. Little. Two years later, Durant moved Chevy's operations to nearby Flint and merged the two companies.

The first Chevrolet had the imposing name The Classic Six. It boasted a big, in-line six-cylinder engine, the largest engine Chevrolet would produce until its 1958 V-8. The six cylinder was remarkably smooth, the car remarkably well built. But Durant had to charge a little more than \$2,000 for it – a steep price in those days – and the Classic didn't sell well. The company's first success came in 1914 with the mar-

Louis-Joseph Chevrolet



FRENCHMAN LOUIS CHEVROLET, BORN IN 1878, WAS A SELF-TAUGHT MECHANIC. HE MOVED TO THE U.S. AND BECAME A RACE CAR DRIVER. THEN HE MET WILLIAM DURANT.

riage of the Little and the Chevrolet; the Model L Light Six Chevrolet was finally off on the road to greatness.

In an ironic twist, Durant used the success of Chevrolet, or at least its stock, to regain control of the General Motors Co.,

handed his hat. Never again would William Durant be a major player in the automobile industry.

Chevrolet almost met the same fate. Of all the companies that Durant had put together to form GM, only Buick and Cadillac were then profitable. Oakland, Oldsmobile and Chevrolet were in trouble. There was talk of shutting down Chevrolet's operations altogether, but a reorganization was



•1929 BLAZER



BY THE FORTIES, THE DESIGN OF CHEVROLET HAD MOVED TOWARD A MORE ROUNDED, FLOWING LOOK

Chevrolet began to mount some serious competition for the Model T. Indeed, by May 1927, Chevrolet had become the largest producer of automobiles in the country. But in December of 1927, Ford introduced its Model A, and the battle resumed in earnest. Chevrolet stayed ahead of Ford, but only slightly.

Chevrolet could have countered with a new engine in 1928, but waited a year to let the excitement of the Model A cool down. Then Chevrolet introduced its first new six-cylinder engine in years. Because of its manufacturing processes, the engine was quickly dubbed the "Cast Iron Wonder." An efficient, reliable workhorse, it would do its duty at Chevrolet for many years –

and become one of the most famous engines in automotive history.

The thirties were relatively quiet at Chevrolet, as they were throughout the industry. In that period Chevrolet adopted independent front suspension and made ongoing product improvements. A popular new design for Chevy's six-cylinder engine was introduced in 1937, and with it Chevrolet took the top sales spot. The advent of World War II, however, put the industry on indefinite hold, and Chevrolet, like all automakers, retooled for military production from 1942 until 1945.

Through the rest of the forties, the design of Chevrolets progressed toward a more rounded, flowing look. As the fifties broke, ubiquitous



•1932 ROADSTER

CHEVY'S SIX-CYLINDER 'CAST IRON WONDER,' INTRODUCED IN 1929, WENT ON TO BECOME ONE OF THE MOST FAMOUS ENGINES IN AUTOMOTIVE HISTORY

which became the General Motors Corporation in 1916. Chevrolet joined as a subsidiary two years later.

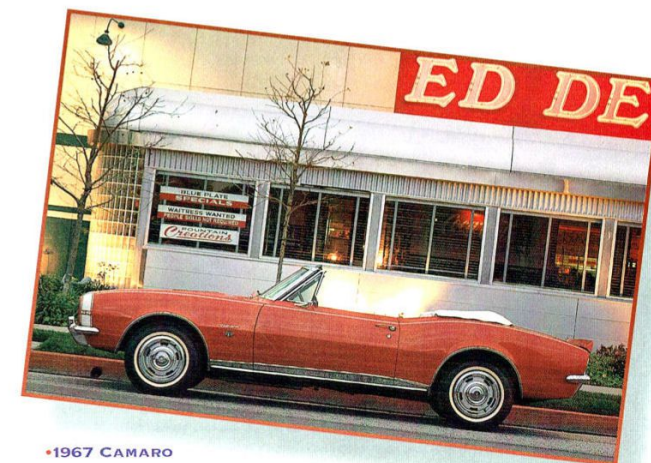
Durant made acquisition after acquisition from his new position of power, some good, some bad, until he and General Motors again were deeply in debt. The recession of 1920 brought the bankers back to Durant's door, and once more he was

implemented and the division survived.

Chevrolet was positioned to compete with Ford's Model T. The strategy was to price the Chevrolet not quite as low as the T and to promote its quality. Ads at the time proclaimed Chevrolet the "The World's Lowest Priced Quality Sedan."

The strategy worked. By the middle twenties,

•THIS 1922 CHEVROLET AD PROMOTED VALUE.



•1967 CAMARO

running boards were gone, noses were dramatically long and roof lines were low. The sporty Corvette debuted in the summer of 1953, featuring an advanced, laminated fiberglass body reinforced with steel. Five years later, in 1958, came the first use of the Impala name.

In 1952, Ed Cole, a brilliant engineer who had worked on a V-8 engine at Cadillac, became chief engineer at Chevrolet. His first order of business was to develop a Chevy V-8. The engine appeared as part of the 1955 model line. The small-block V-8 would eventually become the most successful engine design of all time. Amazingly, its basic design is still used in engines powering many of today's Chevrolets.

If anything typified the sixties for automakers, it was the quest for horsepower. The decade was dominated by the "muscle cars" and their bellowing V-8s. Chevrolet developed the "big-block" V-8 and other power-packed engines that dominated the competition throughout that era. The remodeled Corvette, the Sting Ray, premiered in 1963; Chevy's first Camaro appeared in 1967.

If horsepower was king in the sixties, emissions took over the throne in the seventies. Horsepower meant lots of fuel, and lots of fuel



•POLICE DEPARTMENTS HAVE LONG DEPENDED ON CHEVROLET. THIS 1992 CAPRICE IS TYPICAL OF CHEVY'S SPECIALLY DESIGNED POLICE CARS.

THE HISTORY OF CHEVROLET REVEALS NOT ONLY THE ALL- AMERICAN STORY OF CARS AND TRUCKS BUT ALSO THE TRIALS, TRIBULATIONS AND TRIUMPHS OF WILLIAM C. DURANT

meant exhaust emissions. To comply with new clean-air legislation, automakers had to reduce their vehicles' horsepower ratings. Still, Chevy retained its reputation for excitement with the Chevelle SS 350 and the Monte Carlo 454. As the eighties began, the dramatic new X-cars were introduced, with the Chevrolet Citation leading the pack of front-wheel-drive family cars from GM. Those cars launched what became the front-wheel-drive phenomenon.

The early eighties also saw the nation in a recession, and the industry was not immune. Even so, bright spots at Chevrolet included the Cavalier, the S-10 compact pickup truck, the S-10 Blazer and a redesigned Camaro, which helped in the early years of the decade. Inevitably, optimism prevailed, and the decade ended with Chevrolet in its traditional dominant position.

Tracing Chevrolet's history reveals a remarkable, only-in-America story. It's one that recounts the trials, tribulations and triumphs of William Durant, and of a young Chevrolet automobile company and its progress through the years. It's a success story that continues with the excitement of today's Chevrolet products – including the Geo Tracker and the top-selling Lumina – and the strength of the division in the global marketplace. ■



•CHEVROLET'S 1996 SILVERADO EXTENDED CAB PICKUP CONTINUES THE DIVISION'S HISTORY OF PRODUCING HIGH-QUALITY, DURABLE TRUCKS.

OLYMPIC FLASHBACKS

MEMORABLE EVENTS ... TOP COMPETITORS ... FASCINATING FACTS

A AMERICAN SWIMMER DICK ROTH SET A WORLD RECORD IN THE 1964 400-METER INDIVIDUAL RELAY – DESPITE HAVING SPENT THE PRIOR THREE DAYS IN AGONY WITH APPENDICITIS, FOR WHICH HE REFUSED TO TAKE PAINKILLERS.

PEGGY FLEMING CHARMED THE WORLD WITH HER GOLD-MEDAL PERFORMANCE.



There was the supremacy of the African distance runners. There was high jumper Dick Fosbury of "Fosbury Flop" fame; indestructible Al Oerter capturing his fourth gold in the discus; Bill Toomey's Olympic decathlon record; and Wyomia Tyus, who became the first to win a sprint title in successive Games.

The Americans were preeminent in swimming, the Eastern Europeans in women's gymnastics. When all the medals were counted, however, the Yanks were resounding victors, amassing a record 107, to 91 for the Soviets.

GRENOBLE: France's own Jean-Claude Killy swept all three Alpine skiing races. Nine-time world champion bobsledder Eugenio Monti of Italy was twice golden, as was Swedish women's Nordic specialist Toini Gustafsson. The Americans left with a solitary gold medal, but the quest for it kept most of the nation captivated for days. The alluring Peggy Fleming skated her way elegantly through the strains of Tchaikovsky and Verdi to become, at 19, the Games' youngest champion.



TWO OF THE TOP SIX FINISHERS IN THE 1964 WOMEN'S LONG JUMP CAME TO HAVE OLYMPIC HUSBANDS. BULGARIAN DIANA YORGOVA MARRIED A TEAMMATE BEFORE THOSE GAMES CLOSED, AND GOLD MEDALIST MARY RAND OF THE U.S. WED DECATHLON CHAMPION BILL TOOMEY SEVERAL YEARS LATER.

1964 TOKYO: As usual, track and field was the focus. American "Bullet" Bob Hayes, soon to become a football star, was dubbed "Fastest Human in the World" for his double-gold sprinting exploits. Only New Zealander Peter Snell (in the 800 and 1500 meters) prevented a U.S. sweep of the running events.

For the second straight Olympic competition, Americans and Australians won every swimming race, save one. The U.S. – behind Bill Bradley – seized the gold in basketball for the sixth straight time. Russian gymnast Larissa Latynina carried home the most individual hardware: two golds, two silvers and two bronzes. She remains the most-decorated Olympian of all-time, with 18 medals in her career.

INNSBRUCK: Soviet speed skater Lydia Skoblikova swept all four women's events, adding to the pair she had won in 1960. Holland captured its first-ever gold when Sjouke Dijkstra won the women's figure skating event. Other standouts included Russian Klaudia Boyarskikh (a trio of golds in Nordic skiing) and Swedish skier Sixten Jernberg (nine medals in three Games). The only American gold went to Terry McDermott in speed skating.



AFTER WINNING HIS SIXTH OLYMPIC GOLD, IN 1968, U.S. SWIMMER DON SCHOLLANDER RETIRED.

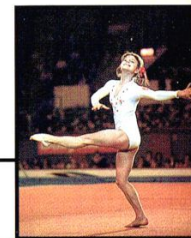
AFTER WATCHING UNORTHODOX HIGH JUMPER DICK FOSBURY WIN THE GOLD IN 1968, U.S. TRACK COACH PAYTON JORDAN REMARKED, "KIDS IMITATE CHAMPIONS. IF THEY TRY TO IMITATE FOSBURY, HE'LL WIPE OUT THE ENTIRE GENERATION OF HIGH JUMPERS BECAUSE THEY ALL WILL HAVE BROKEN NECKS." OF COURSE, THE "FOSBURY FLOP" WOULD BECOME AN OFTEN-IMITATED TECHNIQUE IN THE SPORT.

1972 MUNICH: In the greatest display of utter domination ever witnessed at the Olympic Games, American swimmer Mark Spitz stroked his way to seven gold medals – each in world-record time. Soviet Olga Korbut, the pixie-gymnast, melted the collective international heart, winning two individual golds and a team title. Less endearing was the Soviets' controversial win over the U.S. in basketball, ending a 62-game undefeated streak dating back to 1936.

SAPPORO: Japanese ski jumpers swept the 70-meter event. Soviet Nordic skier Galina Kulakova won three gold medals, while Dutch speed skater Ard Schenk also pulled a golden "hat trick."

The U.S. won three golds, two of which were its first ever in women's speed skating, by Dianne Holum and Anne Henning.

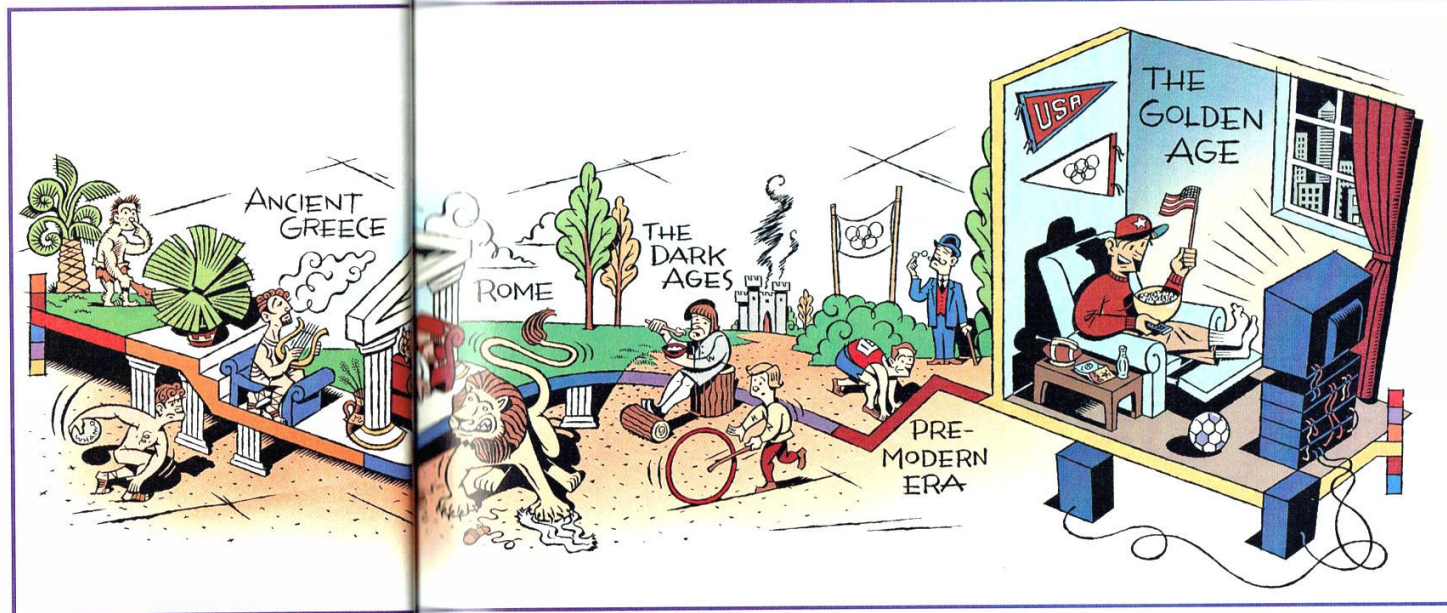
ALTHOUGH SHE FINISHED SEVENTH IN THE ALL-AROUND COMPETITION, OLGA KORBUT TOOK HOME TWO GOLD MEDALS.



COUCHES OF *fire*

BY JOHN WELSH

Viewing the Olympic Games has come a long way since the ancient Greeks. The recliners are softer, the snacks are saltier, and you don't have to listen to poetry



Let us pause for a moment of reflection. What are the Olympic Games all about, anyway? Running and jumping? Swimming and fencing? Sportsmanship? International fellowship? Courage and tenacity in the face of insurmountable odds? Of course not. This is the 20th century. The Olympic Games, like everything else, are about consumption.

That fact leads naturally to Olympic consumers, without which the Games might not exist. So here is a salute to the ultimate Olympic consumer: the man — for it's almost always a man — who consumes the whole thing from the comfort of his living room. He is the unsung modern hero, the Olympic couch potato who every two years (he's been ecstatic since they separated the Olympic Winter and Summer Games instead of leaving him hanging for four-year stretches) settles in front of the TV set for two weeks of endless events.

Nothing turns him, or his TV, off. He watches, live or tape-delayed,

everything from women's archery to yachting, Greco-Roman wrestling to curling. He hasn't a clue as to what's going on in team handball, or why exactly the biathlon — a combination of shooting and skiing — is an Olympic sport. He simply calculates his time-zone differences, fires up the tube (or pops another tape in the VCR), lays in a stock of salty snacks and carbonated beverages, and eats it all up, day and night.

Of course, Olympic super-fandom is nothing new, although it took on a different posture when CBS first brought the Games to American TV, from Squaw Valley, California, in 1960. It's important, therefore, to review briefly the entire history of our Olympic titan of tedium, that all-seeing eye, that unblinking lump out on the sofa.

ANCIENT GREECE

As we all know, the Olympic Games originated around 775 B.C. in Greece. Events included running races and reciting poetry, although

not necessarily simultaneously, all in the nude. (Where they pinned their numbers is anyone's guess.)

Were there couch potatoes in those days? Well, we know the ancient Greeks had couches. Many a frieze depicts them lounging around on their couches playing lyres, but did they also sit there and watch naked guys run around and recite poetry? We may never know.

The ancient Games continued like this for over one thousand years, until 393 A.D., almost the bitter end of the Roman Empire.

THE DARK AGES

Between the fall of Rome and television there was a period of plague, war and ignorance when everybody who wasn't a monk forgot how to read. Anyway, there were no organized Olympic Games. In fact, in some places people who participated in sports were actually persecuted. The couch potatoes of the day had to be content with watching people play backgammon or joust.

THE MODERN ERA

Despite centuries of discouragement, persecution and neglect, sports refused to die. At last, in 1896, a French baron decided to organize the Olympic Games again. This time, everyone wore clothes, and things went pretty well — except there was no television. If you wanted to watch Olympic events, you actually had to leave your house. Even worse, you had to travel to Rome or Antwerp or somewhere and sit in a stadium with a lot of people you didn't know, and you couldn't even be assured of a reliable supply of snack foods. Not to mention that you had no remote control, so you couldn't check out who was on "Oprah." It was better than having no Olympic competitions at all, but not much.

THE GOLDEN AGE

People finally came to their senses, invented television and put the Games on the air, starting with Berlin 1936. Thus was born the modern Olympic couch potato.

Today, the true Olympic couch potato is a man (still usually a man) obsessed. One fellow in Trenton, New Jersey, quit his job when his boss refused to let him take the entire two weeks of the Games off. A guy in the Midwest bricked up the door to the living room so he could watch undisturbed. Time zones don't bother these zealots. They'll be up at 4:00 a.m., watching field hockey.

Families have been rent asunder. After all, how many times can a child hear Mom say, "Don't bother your father. He's watching the Olympics," before he has his nose pierced and strings up the neighbor's cat? What normal kid can endure two weeks of hovering in the doorway watching his glassy-eyed father mutter things like, "This Hungarian looks good." Or "She missed the turn." Or "Good clean lift." The word "fan," let us not forget, has its origin in the word "fanatic."

Is there no hope, then, for Olympic couch potatoes and the people who love them? Support

groups could be organized, I suppose, and probably should be. The afflicted could share their sad stories of once-responsible, productive adults reduced to pasty-faced Olympic junkies subsisting on a diet of pretzels and beer. They could find solace in each other's grief, strength in their shared suffering.

Alas, there are other forces at work that threaten to prolong this plight. Although the Games' organizers showed things were evolving by discontinuing Olympic events such as tug of war, club swinging, live pigeon shooting and women's boxing, they've recently introduced a new group of sports like rhythmic gymnastics and ballroom dancing.

Hey, wait a minute. Ballroom dancing? Hand over the remote. And where did I put those fat-reduced pork rinds? ■

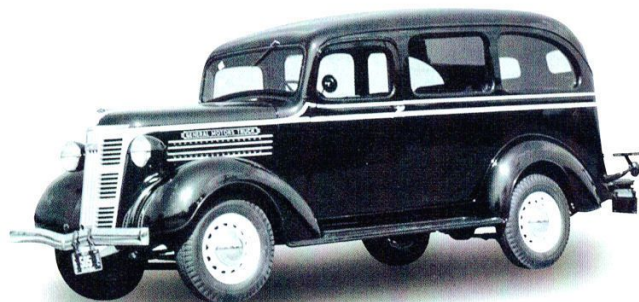
Humor and advertising writer John Welsh lives, writes and watches the Olympic Games in Nahant, Massachusetts.

GMC TRUCK

The year was 1902. Executives of the American Garment Cleaning Company, figuring they were on the brink of a revolution in transportation, bought a truck designed and built by brothers Max and Morris Grabowsky. The vehicle was powered by a single-cylinder engine; its wooden rear wheels were driven by a chain, and its steering wheel was on the right side. It was the first gas-powered truck in Detroit and, Max Grabowsky liked to say, one of the first in the country.



•2 1/2-TON WORLD WAR II 6X6



•LATE 1930'S SUBURBAN



•1920'S COACH



•1996 YUKON 4-DOOR



•1909 RAPID TRUCK THAT CLIMBED PIKE'S PEAK



•1978 MOTORHOME

World-Class Performer

The first Modern Olympic Games in 1896 might have been considered a failure unless the host nation emerged victorious in the marathon. After all, the event was "invented" in Greece. Representing Greece was Spiridon Louis, a one-time postal messenger who'd built stamina by running alongside his



SPIRIDON LOUIS

pack mules. The race began with 25 starters; Louis emerged as the victor. As he entered Athens Stadium, he was showered with cheers and joined for his final lap by Greece's Prince George himself. Louis was deluged with offers of gifts, but he had but a single request. He told King George I that he merely desired a new horse and cart with which to lug water barrels. Louis got that, and more. His booty kept him comfortable for life, and he never again ran competitively.



Shortly after that first sale, the brothers reorganized Grabowsky Motor Vehicle Company, renaming it Rapid Motor Vehicle Company. By 1904, there were 75 Rapids built, sold and at work on the road. The product line was expanded to more than 20 commercial vehicles, all of them manufactured at the Rapid factory in Pontiac, Michigan.

Even in those days, truck manufacturers – as they still do – heavily relied on feats of skill, daring and danger to promote their products. To prove Rapid's might, the Grabowsky brothers sent James Curry up Colorado's 14,110-foot Pikes Peak in a 1909 model, declaring it to be "the first truck to the top."

•IN 1927, "CANNON BALL" BAKER MADE TRUCK HISTORY.



That same year, William Durant, in his ferocious quest for companies to include in his newly organized General Motors Company, purchased Rapid Motor. In 1911, the General Motors Truck Company was established to sell Rapids and other trucks produced by GM-held companies.

The name GMC Truck was introduced at the New York Auto Show the following January.

As the decade progressed, trucks replaced the 24 million horses used for transportation. In 1916, to demonstrate the strength, durability and viability of their trucks, GMC hired Mr. and Mrs. William Warwick to drive one of its one-and-a-half-ton



•1936 AD PROMOTING GMC TRUCKS AND TRAILERS.

trucks, loaded with 2,000 pounds of Carnation canned milk bound for eastern markets, across America. It was the first such journey via a northern route, covering 3,640 miles from Seattle to New York City. The trip took 71 days.

They had been off the road less than a month when the

Warwicks gassed up their GMC and set off on an 11-week, 5,800-mile return trip to Seattle via a southern route. As before, the truck made it without requiring major repairs. (In 1966, on the 50th anniversary of the

AFTER AMERICA'S ENTRY INTO

WORLD WAR I IN 1917,

GMC PRODUCED NEARLY 8,500

TRUCKS FOR THE MILITARY

•AMPHIBIOUS DUKW



THE CONCEPT BEHIND THE SUBURBAN – TO OFFER CAR-LIKE COMFORT AND THE DURABILITY AND CAPACITY OF A TRUCK – CONTINUES WITH TODAY'S MODELS

Warwicks' herculean trek, GMC and Carnation re-created the feat with four professional drivers hauling 17 tons of Carnation products over the original route – in six days.)

GMC's first pickup truck, the Model 16, rolled off the assembly

line in 1916.

The following year, the U.S. entered World War I, spurring an industry-wide effort to pitch in.

As part of its contribution, GMC produced nearly 8,500 trucks for the military. Many were equipped with pneumatic tires, gear-driven axles and enclosed cabs, features that didn't appear on civilian vehicles until after the war.

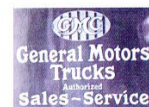
In 1925, General Motors merged with the Yellow Cab Manufacturing Company of Chicago to form the Yellow Truck and Coach Manufacturing Company, with the General Motors Truck Company a subsidiary.

GM would finally purchase Yellow Truck and

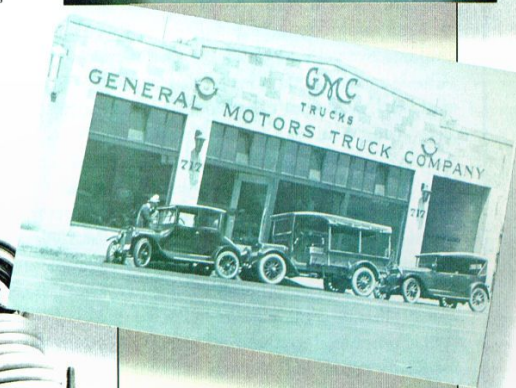
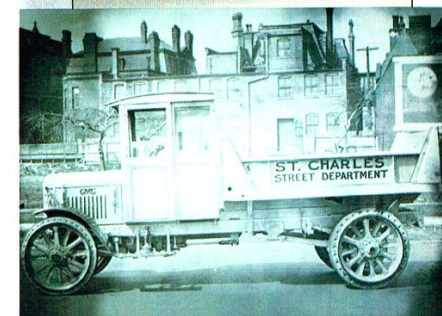
Coach in 1943, thus establishing the GMC Truck & Coach Division.

The run up Pikes Peak and the Warwicks' cross-country marathon had garnered tremendous publicity, but the feats were nothing like the one performed in 1927 by "Cannon Ball" Baker, a well-known stunt driver. Behind the wheel of a GMC truck carrying two observers and 550 gallons of Atlantic Ocean water, Baker averaged 26.8 mph on a run from New York to San Francisco. The 3,693-mile trek was heralded as the ultimate test of man and machine.

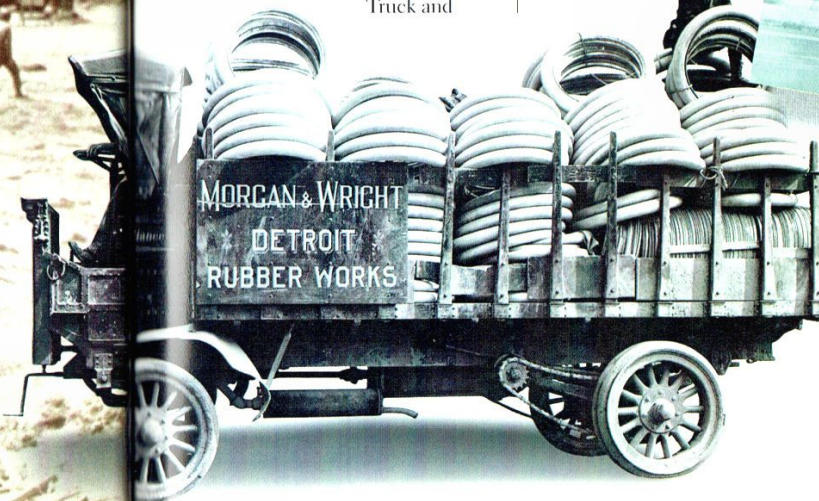
A significant new vehicle joined the GMC line in 1936. The first Suburban



•1920S SIGN



THE EARLY GMC TRUCKS, WHICH WENT TO WORK AFTER THE DIVISION WAS FORMED IN 1911 WITH THE PURCHASE OF RAPID, DID MORE THAN CARRY TIRES, ICE, OIL AND OTHER GOODS. WITH THE NAMES OF THE COMPANIES PAINTED ON THE SIDES, THE TRUCKS ALSO SERVED AS TRAVELING ADVERTISEMENTS — A TRADITION THAT CONTINUES TODAY.





•1996 SIERRA PICKUP AND MEDIUM DUTY TRUCK

was designed to feature car-like comfort with the durability and carrying capacity of a truck – a concept that continues with today's models. The original Suburban boasted a hinged rear lift gate, three doors and three rows of seats.

During World War II, GMC devoted its production capabilities to building two vehicles critical to the Allies' success: the famous Duce-and-a-half, a two-and-a-half-ton, 6 x 6 cargo truck, and the amphibious DUKW 353, known simply as the Duck. After the war, the Suburban was redesigned to suit the requirements of prosperous families who had begun moving out of the cities. The truck featured removable seats, power steering and brakes, a hefty V-8 and optional four-wheel drive.

GMC continued its stellar battlefield tradition during the Vietnam War, building thousands of special rear-engine ambulances, aircraft refuelers and missile carriers. Back home, GMC built some 14,000 advanced-design motor homes in the seventies. Those front-wheel-drive cruisers had independent self-leveling suspension,

composite bodywork, six-wheel braking and aerodynamic styling.

The division also ushered in the sport utility vehicle. The Jimmy,

IN THE SEVENTIES,

GMC USHERED IN ITS SPORT UTILITY VEHICLE, THE JIMMY

which combined the ruggedness of a truck with an enclosed rear-passenger area, was introduced in 1970. More than 20 years later, after a complete overhaul, the 1992 Jimmy would become the Yukon. The compact Jimmy sport

utility came in 1983. GMC also responded to requests for a fuel-efficient family van by introducing the mid-sized Safari for the 1985 model year.

GMC's expertise in the eighties went beyond passenger vehicles, however. In the early eighties, it became the first manufacturer to develop aerodynamic devices for use on large tractor-trailer rigs. GMC concentrated on light-duty products aimed at mainstream commercial and private use.

The Grabowsky brothers did indeed have a revolutionary idea 94 years ago. It was so good, it led to a line of vehicles that continues to be nothing short of legendary. ■

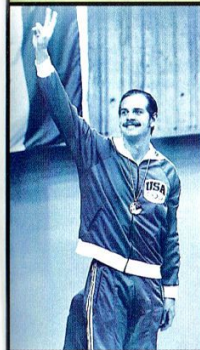


•1973 STAKEBED TRUCK

OLYMPIC FLASHBACKS

MEMORABLE EVENTS ... TOP COMPETITORS ... FASCINATING FACTS

AFTER LOSING AN OLYMPICS COMPETITION IN 1976 WHEN THEIR VESSEL BROKE DOWN, BRITISH YACHTSMEN DAVID HUNT AND ALAN WARREN SET FIRE TO IT. THEY SAT IN A DINGHY WATCHING IT BURN UNTIL A COAST GUARD CUTTER SANK IT TO THE BOTTOM OF LAKE ONTARIO.



AMERICAN
JOHN NABER
WON FOUR
GOLDS IN SWIMMING AT THE
1976 GAMES.

1976 MONTREAL: The world reveled in an array of superb athletic accomplishment, topped by Romania's enchanting Nadia Comaneci. Just 14, she became the first to score a perfect 10 in Olympic gymnastics; Russian gymnast Nikolai Andrianov led all medalists with seven; and the East German women won 11 of 13 swimming races. The U.S., reduced to two gold medals in track and field (by decathlete Bruce Jenner and hurdler Edwin Moses), made up some of the ground in swimming.

The men's team won 12 of 13 events, while

Shirley Babashoff augmented her career medal payload to eight, still a record for an American woman.

INNSBRUCK: The Soviet team rolled to a winter record of 13 gold medals and 27 in all. It was, however, a West German who turned in what many have called the finest performance ever by a female Alpine skier. Rosi Mittermaier won the downhill and the slalom, missing by one-twelfth of a second in the giant slalom. American Sheila Young staved off a speed skating monopolization by the Soviet women when she earned a gold in the 500 meters, then added a silver and bronze in the longer races. In figure skating, Dorothy Hamill finished first and, in the process, inspired a stateside wave of "wedge cuts" with her hairstyle. The U.S. also boasted its first-ever medal in Nordic skiing: a silver by Bill Koch.

1984 LOS ANGELES: In a diabolic game of "dueling boycotts," it was the U.S.S.R. that chose to spurn the 1984 Olympic Games at Los Angeles. Nonetheless, more countries (141) participated than ever before. In the competitive arena, the Americans were unstoppable. Two emerged larger-than-life: Mary Lou Retton and Carl Lewis. Retton, a 4-foot-9 gymnastics dynamo, won the gold when, needing a 9.95, she scored a perfect 10 in her final vault. Lewis, virtually without challenge, matched Jesse Owens in sprinting and longjumping to four gold medals.

Other gold medalists from 1984 – such as marathoner Joan Benoit, hurdler Edwin Moses, sprinter Evelyn Ashford, diver Greg Louganis and a college basketball star named Michael Jordan – endure today as among the greatest athletes the U.S. has produced.

SARAJEVO: Brash American skier Bill Johnson became the first American male ever to snag a downhill medal. Brothers Phil and Steve Mahre finished one-two in the slalom, while Seattle's Debbie Armstrong, an utter unknown, excelled to a surprise victory in women's giant slalom.

Scott Hamilton carried the U.S. banner in men's figure skating but, on the women's side, a new nova burst upon the scene: statuesque 18-year-old East German Katarina Witt.

Behind a potent team of speed skaters headlined by Karin Enke (two gold medals and a silver), East Germany swept to its first-ever winter leadership in golds with nine. The Soviets led in total medals.

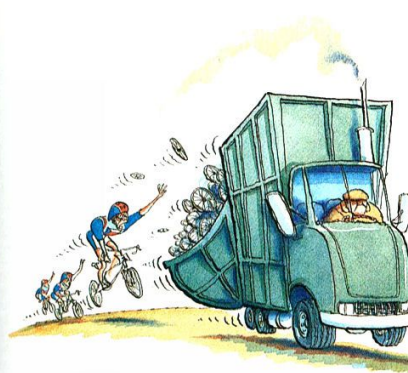


BEFORE BILL JOHNSON'S GOLD IN 1984, NO U.S. MALE HAD EVER WON THE DOWNHILL EVENT.

1980 MOSCOW: Because the Soviet Union had invaded Afghanistan six months before, many democratic countries, including the U.S., chose to boycott the Games. Regardless, Russian gymnast Aleksandr Dityatin emerged as one of the great Olympians in history. His eight medals – three of them gold – set an individual record for a single Games and was a greater total than 56 of the 81 competing nations. Two athletes from Great Britain, the most visible non-communist country to buck the boycott, stole the spotlight in track. Milers Steve Ovett and Sebastian Coe, friends and rivals, split their events. Ovett sprang an upset in the 800 meters, while Coe gained revenge in the 1500.

LAKE PLACID: American speed skater Eric Heiden emerged as the individual star at Lake Placid. Not only did he collect an unprecedented cargo of five gold medals, he captured each in Olympic-record time. The lone remaining American gold of 1980 represents, perhaps, its most celebrated ever in the Olympic Winter Games.

The U.S. hockey team, led by captain Mike Eruzione, goalkeeper Jim Craig and coach Herb Brooks, were considered impossible underdogs in the semi-final round. Instead, the young team handed the Soviet Union squads its first defeat in 16 years. With a subsequent conquest of Finland, the entire nation was swept away in the team's Cinderella skate to the gold.



THE CZECH CYCLING TEAM PICKED UP A GOLD MEDAL IN 1976, EVEN THOUGH ALL THEIR SPARE TIRES AND WHEELS WERE INADVERTENTLY SCOOPED UP BY GARBAGE COLLECTORS AND FED INTO A TRASH COMPACTOR.

SATURN



•1996 SC1 COUPE

•THIS 1992 AD FOR THE SC2 COUPE PROMOTES SATURN'S FREE-SPIRITED IMAGE.



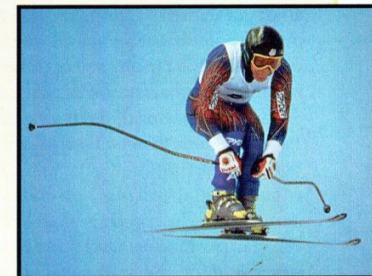
•1996 SW2 WAGON



•1996 SL2 SEDAN

Market vehicles developed and manufactured in the United States that are world leaders in quality, cost and customer enthusiasm through the integration of people, technology and business systems, and exchange knowledge, technology and experience throughout General Motors.”
— The Saturn Mission Statement

World-Class Performer



TOMMY MOE

Brashness would seem to be a requisite personality trait for a downhill skier. Beyond tremendous skills and conditioning, it takes sheer guts to barrel down a snow-packed mountain at breakneck speeds. American Tommy Moe, 24 years old when he competed at the 1994 Olympic Winter Games at Lillehammer, had to pull all those elements together as he slid into the starting gate for the downhill event. Ever since he began skiing, at age four on Big Mountain near his home in Montana, he'd been developing his talents. He'd honed them during countless hours free-skiing there and at Mount Alyeska when he wasn't training or racing. Coaches say that time, which spawned his near-natural sense of balance, is a key to Moe's success. And when he reached the bottom of the treacherous course at Lillehammer in a shade under a minute and 45 seconds, a time no competitor could beat, Moe had not only won an Olympic gold medal, but also his very first major downhill race. Before the Games were over, Moe also had won a silver medal in the super giant slalom and come in fifth in the combined event.



In the late seventies and early eighties, General Motors was seeing an ever-greater share of the U.S. automotive market going to imported makes. With that came the growing realization that the old way of manufacturing and marketing cars was due for some changes. So in June of 1982, GM took the first steps toward building automobiles that could compete with Japan's in both cost and quality. The company also began exploring new directions in manufacturing and marketing. The project was called Saturn, after the rocket that boosted American astronauts to the moon.

It was determined early on that to succeed Saturn would require not only the cooperation but also the input of the United Auto Workers. There had to be a new synergy between management and labor. In

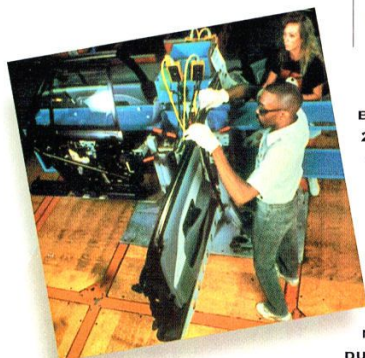
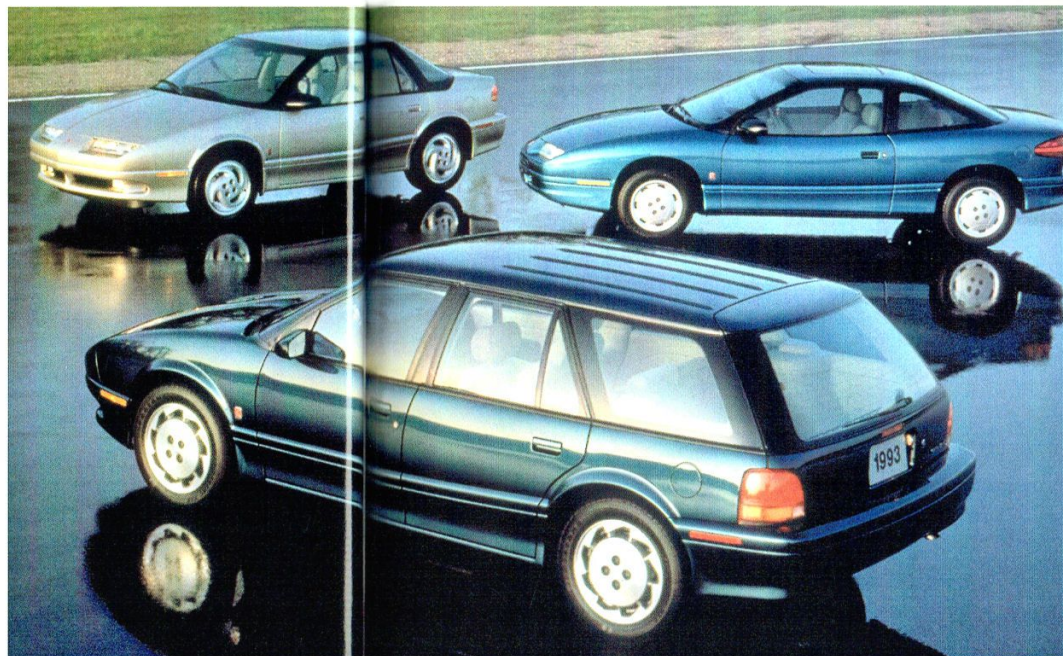
February 1984, the historic Group of 99 was appointed. The Group included UAW members, GM managers and staff personnel from 55 plants in 17 GM divisions and 14 UAW regions. It also included plant superintendents, production workers and skilled tradespeople. Their common goal was "to identify and recommend the best approaches to integrate people and technology to competitively manufacture a small car in the United States."

The Group was divided into teams. Over the next two months, the teams visited 49 GM plants and 60 other companies all over the world. Their mission was to study successes and failures, and to identify the common threads in both.

Two recommendations emerged from the tour. First, consensus was central to the process. All key members of the Group had to participate in making decisions, which required a unique union/management part-



•1993 MODELS INCLUDED A 4-DOOR, A COUPE AND A STATION WAGON.



ABOVE: IN BUILDING THE 1993 SATURNS, TEAM MEMBERS REMOVED THE DOORS TO ADD GLASS, INTERIOR TRIM AND LOCKS.

BELOW: 200 HIGHLY SOPHISTICATED ROBOTS PERFORMED VARIOUS WELD APPLICATIONS TO CREATE THE RIGID SPACEFRAMES OF THE 1993 SATURNS. SPACEFRAMES RECEIVED MORE THAN 4,000 WELDS DURING ASSEMBLY. SATURN ENGINEERS WERE ABLE TO DESIGN A CAR WITH BOTH COMPOSITE AND STEEL HANG-ON EXTERIOR PANELS. USING A

SPACEFRAME, SATURN WAS ABLE TO CHANGE EXTERIOR DESIGN QUICKLY.



nership. Secondly, the Group determined that General Motors did, in fact, have the technology and resources to be more competitive. However, they had to be properly integrated so that people supported what they helped create.

On January 8, 1985, then-Chairman Roger B. Smith announced at a press conference that for the first time since Chevrolet joined General Motors in 1918, a new brand of automobile was being added to the corporation. The Saturn Corporation would initially produce a four-door sedan and a two-door coupe. Saturn would be a wholly owned subsidiary of GM, with its own manufacturing and assembly complex. What's more, Saturn would

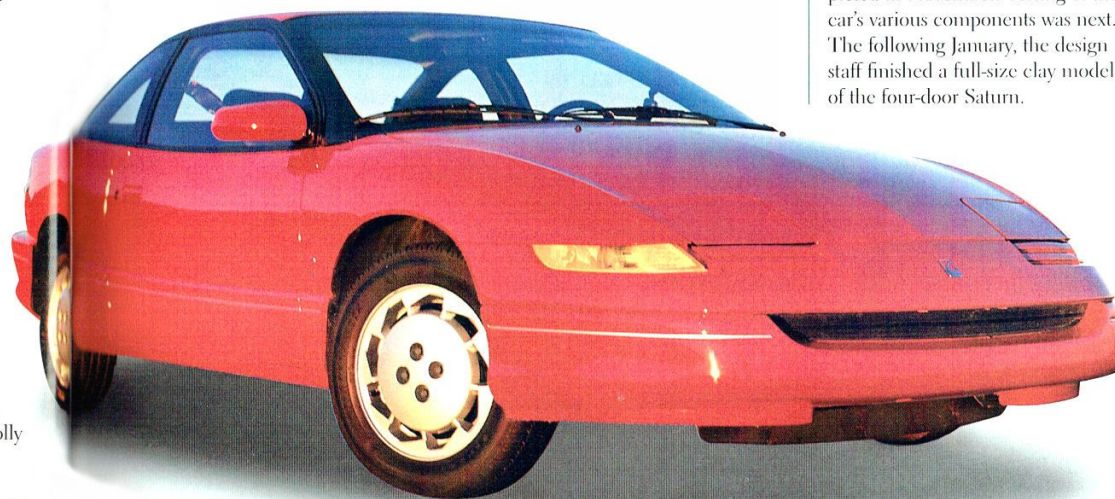
THE MISSION OF THE HISTORIC GROUP OF 99 WAS TO STUDY SUCCESSES AND FAILURES, AND TO IDENTIFY THE COMMON THREADS IN BOTH

be set up as a separate business unit with virtually full responsibility for its own success.

"Saturn will use less material, energy, manpower, inventory, floor space and even capital investment than any project of comparable capacity," Smith proclaimed. "We also expect that what we learn with Saturn will spread throughout GM, improving the efficiency and competitiveness of every plant we operate and every product we build."

In late July of 1985, Saturn and the UAW reached an agreement establishing the proposed union/management partnership. A few days later, the selection of Spring Hill, Tennessee, as the location of the Saturn complex was announced. Dedication of the site took place in April 1986, and construction of the 4.3 million-square-foot facility began the following month. Eventually, 6.1 million cubic yards of rock and earth would be moved, 275,000 cubic yards of concrete poured, 36,000 tons of steel erected and enough siding attached to completely cover the Empire State Building.

Meanwhile, preliminary work began on the car itself. The first four-door prototype, or "mule," was completed in November. Testing of the car's various components was next. The following January, the design staff finished a full-size clay model of the four-door Saturn.



•1991 SC2

After exploring different sales and distribution systems, Saturn developed a novel approach. Rather than have multiple dealers in a small marketing area competing against one another, as was the traditional practice, Saturn would identify a specific area for each dealer to cover. These dealers, or retailers as Saturn refers to them, would be responsible for providing Saturn customers a consistent shopping, buying and ownership experience.

To enhance that experience – often cited as a “discomfort zone” by car buyers – Saturn set out to establish a new kind of shopper/salesperson relationship. All customers, Saturn decreed, would be greeted and treated courteously, fairly and professionally. They would be interviewed to determine their wants and needs, given a walk-around presentation of the car and offered a test drive. In addition, retailers would be encouraged to sell the vehicle at the manufacturer’s suggested retail price without price haggling and game playing.

Clearly, Saturn was on its way to becoming a different kind of company for a different kind of car. In fact, that concept became the new company’s slogan a few years later.

Progress on Saturn’s Tennessee manufacturing complex was rushing along, while back in Michigan, design of the new cars was moving forward at an equal pace. The goal was to deliver the new Saturn four-door and coupe to retailers in California and the Southwest by October 1990. Retailers elsewhere around the country would be added over the following months.

In January 1990, the first Saturn “retail site” was dedicated in Santa Ana, California. In July, Chairman Roger Smith and UAW President

SINCE 1990, SATURN HAS MET OR EXCEEDED VIRTUALLY EVERY GOAL THAT HAS BEEN SET FOR THE NEW AND DIFFERENT COMPANY



•1992 SC2 COUPE

SATURN’S REDESIGNED SEDANS AND WAGONS, WHICH DEBUTED IN 1995, REFLECT THE STRENGTH AND ENTHUSIASM THAT HAVE MARKED THE COMPANY FROM THE BEGINNING



•1990 SL1 SEDAN

Owen Bieber drove a medium red sedan off the assembly line in Spring Hill. After more than eight years of cooperative planning, construction, design and production, the Saturn had finally arrived.

Right on schedule, the first truckload of Saturns was dispatched to California on October 11, 1990. On October 25, the first Saturns officially went on sale.

In the years since, Saturn has met or exceeded virtually every goal set for the new and different company.

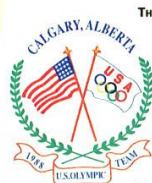
In March 1992, the one-hundred-thousandth Saturn was sold, with sales going up in 100,000-unit batches every few months. The sedan and coupe were joined by a wagon for the 1993 model year. In June 1993, Saturn announced that the previous month had been the first profitable operating month since it began manufacturing cars in July 1990.

Saturn has now built well over one million vehicles. It employs nearly 9,000 people and has approximately 340 retail sites. Saturn’s innovative methods of conducting business are being implemented throughout General Motors. In short, Saturn is a success. In August 1995, Saturn launched a line of new sedans and wagons, redesigned to take the company into the next century with the strength and enthusiasm that has marked it from the beginning. ■

OLYMPIC FLASHBACKS

MEMORABLE EVENTS ... TOP COMPETITORS ... FASCINATING FACTS

AFTER WINNING THE FIGURE SKATING GOLD MEDAL IN 1988, KATARINA WITT REPORTEDLY RECEIVED 35,000 LOVE LETTERS. AT HER FIRST PRESS CONFERENCE OF THE ‘92 GAMES, A REPORTER ASKED HER TO MARRY HIM.



THE U.S. WON THREE GOLD MEDALS AT CALGARY.

1988 SEOUL:

The Russians and East Germans were back in full force, finishing one-two in the medal count. A spirited band of Koreans won a wholly unexpected total of 33 medals.

East German Kristin Otto swam off with six golds – more than any other Olympian in 1988. In the first-ever tennis competition, open to pros, No. 1-ranked German Steffi Graf reaffirmed her net worth.

Greg Louganis repeated his 1984 double-gold output in diving. Matt Biondi captured a record-tying seven swimming medals. Janet Evans won three events in the pool. And Karch Kiraly led the U.S. men to volleyball supremacy.

CALGARY: The North Americans scraped together little hardware on their home turf, but the Games produced waves of international heroes, thanks to an enormous TV audience and some spectacular performers.

Among them were double-gold-winning skier

Alberto Tomba of Italy and

flamboyant figure skater Katarina Witt.

Figure skater Brian Boitano

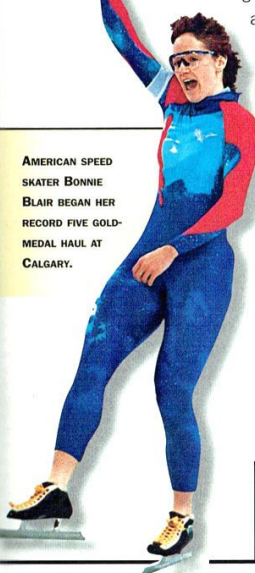
and speed skater Bonnie

Blair brought home two

of the U.S.’s three

gold medals.

AMERICAN SPEED SKATER BONNIE BLAIR BEGAN HER RECORD FIVE GOLD-MEDAL HAUL AT CALGARY.



1994 LILLEHAMMER: A decision to stagger the Olympic Winter and Summer Games resulted in a renewal of the Olympic Winter Games in two years, instead of the traditional four.

With a half-dozen gold medals, the Americans equaled their best showing ever. Speed skater Bonnie Blair won two of them, bringing her career cache to five – the most ever won by an American woman. Male counterpart Dan Jansen set a world record in the 1000 meters, while Cathy Turner went gold on the short track. Skiers Tommy Moe and Diann Roffe-Steinrotter added a pair.

In the dramatic women’s figure skating competition, American Nancy Kerrigan took the silver, edged out by Ukrainian Oksana Baiul’s gold-winning performance.

IN 1992, THE U.S. BASEBALL TEAM WAS FINED \$600 FOR HAVING TOO MANY PEOPLE IN ITS DUGOUT. AMONG THE EXCESS PERSONNEL: BASKETBALL ICON LARRY BIRD.

AMERICAN TRACK AND FIELD ATHLETES WON 30 MEDALS AT BARCELONA.

1992 BARCELONA: The long rivalry between the United States and the U.S.S.R. – now known as the Unified Team after sweeping political changes – gave way to the true

Olympic spirit of sportsmanship and goodwill.

Somehow, out of 309 competitions, one held dominion over world imagination from Akron to Zanzibar.

For the first time, professionals were allowed to compete in men’s basketball, opening the door to the American “Dream Team” from the NBA. On their way to the gold, they barely broke a sweat.

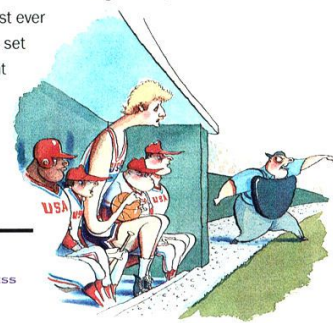
Lone stars included sprinter/jumper Carl Lewis, who augmented his career col-

lection to eight golds; heptathlon-winning Jackie Joyner-Kersey, perhaps the greatest female athlete ever; and two gymnasts, Vitaly Chitchebo from Belarus, with a record six golds, and the Unified Team’s Tatiana Gutsou, who won four medals.

ALBERTVILLE: The fall of the Berlin Wall and breakup of the Soviet Union technically eradicated the Communist Bloc’s stranglehold on Olympic Winter Games competition. However, the now-unified Germany and the now-fractionalized U.S.S.R. still won the preponderance of medals. Yet other countries joined in the chase. Austria and Norway summoned their strongest showings in four decades. And, thanks to a dazzling exhibition by its women, the American winter team was able to nearly double its medal haul from 1988.

Bonnie Blair and Kristi Yamaguchi powered the women to nine of the 11 U.S. medals. Blair took two golds in speed

skating, while Yamaguchi brought the figure skating title back to the States for the first time since Dorothy Hamill won in 1976. The Unified Team’s Ralsha Smetanina, at 39, became the most prolific medal-winner in Olympic Winter Games history, capturing her tenth in cross-country skiing. Also in that discipline, the dynamic Norwegian duo of Bjorn Daehlie and Vegard Ulvang, as well as Lyubov Egorova (Unified Team), became these Games’ only triple-gold winners.



FUTURE CARS

By KATHRYN C. KUKULA



THIS EXPERIMENTAL CORVETTE (ABOVE) AND THE ULTRALIGHT ARE TWO OF GM'S CONCEPT CARS.

When you see a gold-medal-winning athlete on the podium at the Olympic Games, you're looking at someone who's strong, but also adaptable, able to change strategies to win. Each General Motors car is the product of a similar process. Nowhere is this more evident than in the cars that GM sees coming in the next century.

CUSTOM CARS: Imagine walking into a booth at your local shopping mall, sitting at a computer and choosing the color, body style, steering system, seating and other interior features you want in your new car. Put on a pair of virtual reality glasses and within seconds, a custom-designed interior and dashboard appear around you. Different views of the inside and outside of the car flash. You make a few changes and, two days later, a GM dealer delivers the car that you designed.

If your needs change, you will be able to drive your car to the GM dealer and the shop will upgrade the car, removing old parts and plugging in new ones. With this type of renewal, cars will last longer, saving money and resources. Such parts

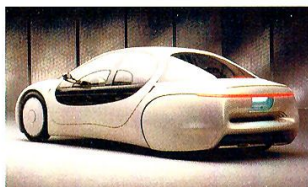
GM IS DEVELOPING AN ELECTRIC CAR AND LIGHTWEIGHT BATTERIES.

also will make recycling easier: all GM parts are now about 75% recyclable. And such flexibility in design means that GM cars will be able to be sold and travel worldwide.

Of course, all cars are somewhat customized now. But modular manufacturing techniques and communications technology that GM is now developing will make the totally custom car possible.

SAFE, SMART CARS: Have you ever wished you had an extra pair of eyes as you're driving? GM is now testing active safety override, a sensing system that not only alerts you to other vehicles, but automatically steers your car out of the way.

General Motors is a member of The National Automated Highway System Consortium, joining Delco Electronics, Hughes Aircraft and other companies to develop safer vehicles and roadways. Working with U.S. Department of Transportation, the group's directive is to design and demonstrate an automobile prototype that is electronically guided and con-



trolled by sensing devices embedded in the road by the year 2002.

The car of the future will also be an extension of the communications systems you have in your home and office. Telephone, fax, messaging systems — they'll all be built in.

ALTERNATE FUELS: GM has been a leader in electric car technology for years. In 1990, the company unveiled the Impact, an experimental electric car that remains in development, and work continues on lightweight batteries that can store large amounts of power. Also, GM is researching engines powered by other alternate fuels, and has joined with a group of automakers to develop a vehicle with three times the fuel efficiency of today's cars within the next 10 years.

Better engines, smarter controls and lighter, stronger frame and body parts will drive the cars of the future. GM's goal is to build them — without sacrificing safety or affordability. ■

Kathryn C. Kukula is a writer in Rowayton, Connecticut.

CELEBRATE THE SPIRIT OF The Olympic Century

The Most Important Olympic And Sports History Ever Published!



Guaranteed To Become The Definitive Source For Everyone, From Casual Reader To Serious Student.

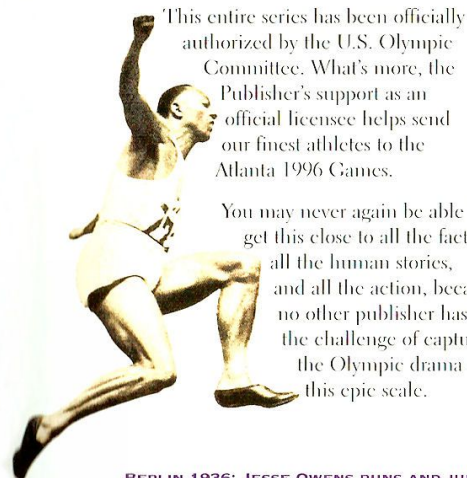
General Motors and the 1st Century Project have a special invitation for you, just in time for the Atlanta 1996 Centennial Olympic Games.

This is your chance to own *The Olympic Century*, a landmark book series that tells the fascinating, inside story of the entire Olympic Movement. Now you can be there as every record is set ... every dream is tested.

• FOLLOW INSPIRING INDIVIDUAL STRUGGLES TO THEIR FINISH IN TRIUMPH—OR HEARTBREAK.

• SEE HOW HISTORY AND POLITICS JOIN ATHLETES AS MAJOR PLAYERS IN EVERY OLYMPIAD.

There is simply no other international event like it—where nations get a chance to strut their stuff, wave the flag or make political hay—where the world's best athletes get their chance to make history. And *The Olympic Century* takes you there for every thrilling moment.



BERLIN 1936: JESSE OWENS RUNS AND JUMPS INTO HISTORY AS HE FOILS HITLER'S BELIEFS.

This entire series has been officially authorized by the U.S. Olympic Committee. What's more, the Publisher's support as an official licensee helps send our finest athletes to the Atlanta 1996 Games.

You may never again be able to get this close to all the facts, all the human stories, and all the action, because no other publisher has met the challenge of capturing the Olympic drama on this epic scale.



LAKE PLACID 1980: THE UNDERDOG U.S. HOCKEY TEAM STUNS THE OLYMPIC WORLD BY DEFEATING THE SOVIET UNION.



MUNICH 1972: MARK SPITZ WINS SEVEN GOLD MEDALS FOR THE U.S. SWIM TEAM.

YES! Please send me my first volume of *The Olympic Century* for a FREE 10-day examination. If I decide to keep it, I will pay just \$17.95, plus shipping.

NAME: _____

ADDRESS: _____

CITY/TOWN: _____

ZIP CODE: _____

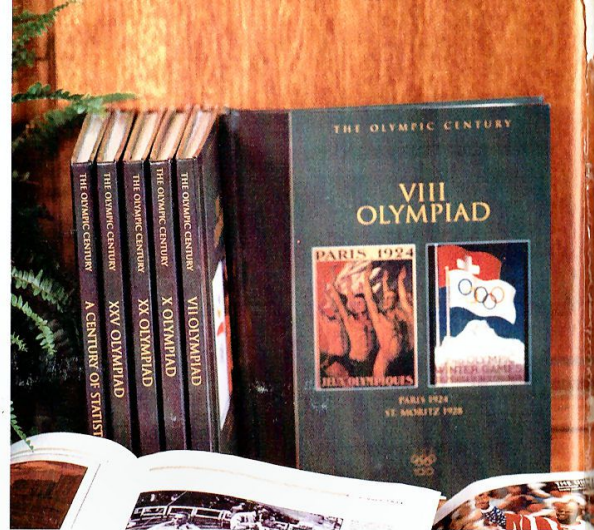
TELEPHONE NUMBER (____) _____

OR CALL TOLL FREE 1-800-451-8030

SEOUL 1988: THE TRADITIONAL OLYMPIC TORCH TELLS THE WORLD THAT THE GAMES HAVE BEGUN.



ALBERTVILLE 1992: BONNIE BLAIR STREAKS INTO OLYMPIC HISTORY.



EACH HARDBOUND, 9" x 12" VOLUME IS ILLUSTRATED GENEROUSLY THROUGHOUT ITS 175 PAGES.

Subscribe today with absolutely no risk. Keep only the volumes you want (no minimum purchase). Cancel at any time. For each volume you keep, pay only \$17.95 plus shipping. An exceptional value for books of this quality!

Each volume tells the whole story of an entire four-year Olympiad, with both its Summer and Winter Games. As a series, it's the most complete account of the Olympic Movement ever—and by far the largest collection of never before seen Olympic photographs.

And because we believe this series is a treasure every family should see and use for years to come, we want to send your first volume free, with no obligation, for a 10-day preview.



NO POSTAGE
NECESSARY
IF MAILED
IN THE
UNITED STATES

BUSINESS REPLY MAIL
FIRST CLASS MAIL PERMIT NO. 9584 BOSTON, MA

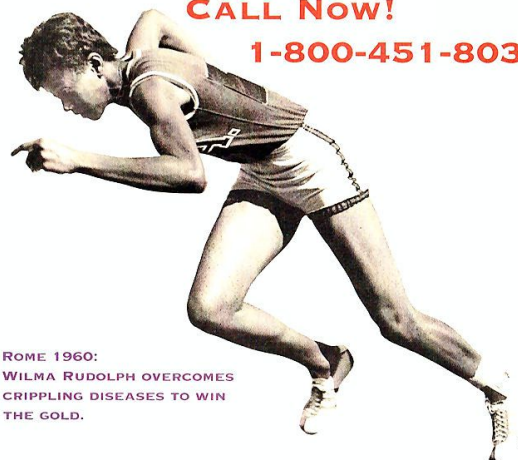
POSTAGE WILL BE PAID BY ADDRESSEE

1st Century Project
P.O. BOX 350
Back Bay Station
Boston, MA 02117-9733



Don't miss your chance to subscribe to *The Olympic Century*, the only series to capture all the spirit and excitement! To order, simply complete and return this postage-paid card.

CALL NOW!
1-800-451-8030



ROME 1960:
WILMA RUDOLPH OVERCOMES
CRIPPLING DISEASES TO WIN
THE GOLD.



•1934 CADILLAC LASALLE

PHOTO AND ART CREDITS

COVER: JIM THORPE, ALLSPORT/HULTON DEUTSCH; 1941 CADILLAC SERIES 62, 1958 OLDSMOBILE SUPER 88, NICKY WRIGHT; PG. 4: AL OELFER, ALLSPORT/HULTON DEUTSCH; PGS. 2-3: WILLIAM DURANT, REPRINTED WITH PERMISSION OF THE AMERICAN AUTOMOBILE MANUFACTURERS ASSOCIATION; PGS. 4-5: NADIA COMANECI, ALLSPORT/HULTON DEUTSCH

PGS. 6-7: JIM THORPE, ALLSPORT/HULTON DEUTSCH; 1911 OLDSMOBILE LIMITED 7-PASSENGER TOURING CAR, 1958 OLDSMOBILE SUPER 88, 1968 HUIST OLDSMOBILE, NICKY WRIGHT; OLDSMOBILE AD, COURTESY OF THE NATIONAL AUTOMOBILE HISTORY COLLECTION, DETROIT PUBLIC LIBRARY; PGS. 8-9: 1903 CURVED DASH OLDS, 1930 OLDSMOBILE ROADSTER, COURTESY OF THE NATIONAL AUTOMOBILE HISTORY COLLECTION, DETROIT PUBLIC LIBRARY; OLDSMOBILE DEALERHOP, OLDSMOBILE HISTORY CENTER; 1969 OLDSMOBILE TORONADO, CINDY LEWIS; PG. 10: 1994 OLDSMOBILE SILHOUETTE MINIVAN, 1994 OLDSMOBILE ACHIEVA SL, NICKY WRIGHT

PG. 11: ILLUSTRATION, MICHAEL WITTE; RAY EWRY, OLYMPIC GOLD MEDALS, ALLSPORT/ALLSPORT/O.C., RALPH ROSE, MARTIN SHERIDAN, ALLSPORT, BARON PIERRE DE COUBERTIN, UPPI/BETTMANN; PGS. 12-13: JESSE OWENS, ALLSPORT; 1915 CADILLAC TYPE 51 V-8 TOURER, 1931 CADILLAC V-16 TOWN CAR, 1941 CADILLAC SERIES 62, NICKY WRIGHT; PGS. 14-15: 1934 CADILLAC LASALLE, 1940 CADILLAC SERIES 62 SEDANET, 1954 CADILLAC ELDOADO, NICKY WRIGHT; CADILLAC AD, 1914 CADILLAC LOGO, COURTESY OF THE NATIONAL AUTOMOBILE HISTORY COLLECTION, DETROIT PUBLIC LIBRARY; PG. 17: ILLUSTRATION, MICHAEL WITTE; MELVIN SHEPPARD, ALLSPORT; PGS. 18-19: ILLUSTRATION, ROBERT KOPECKY

PGS. 20-21: SONJA HEINE, ALLSPORT; 1905 BUICK 5-PASSENGER TOURER, 1947 BUICK SUPER "WOODY" STATION WAGON, NICKY WRIGHT; PGS. 22-23: DAVID DUNBAR BUICK, REPRINTED WITH PERMISSION OF THE AMERICAN AUTOMOBILE MANUFACTURERS ASSOCIATION; 1916 BUICK AD, COURTESY OF THE NATIONAL AUTOMOBILE HISTORY COLLECTION, DETROIT PUBLIC LIBRARY; 1930 BUICK Y-JOB, 1953 BUICK WILCOX, 1954 BUICK SUPER CONVERTIBLE, 1964 BUICK RIVIERA, 1970'S BUICK GS STAGE 1, NICKY WRIGHT; PG. 24: 1992 BUICK PARK AVENUE, 1992 BUICK PARK AVENUE HOOD ORNAMENT, 1993 BUICK LE SABRE, NICKY WRIGHT; PGS. 25-26: 1904 OLDSMOBILE LIGHT DELIVERY TRUCK, REPRINTED WITH PERMISSION OF AUTOMOBILE QUARTERLY, INC.; 1953 BUICK SKWABE, CINDY LEWIS

PGS. 27-30: RANDON OLDS, OLDSMOBILE HISTORY CENTER; 1902 CURVED DASH OLDS, 1947 CADILLAC SERIES 62, 1951 OLDSMOBILE SUPER 88, 1959 CADILLAC SERIES 62, 1971 BUICK RIVIERA, 1973 PONTIAC FIREBIRD, NICKY WRIGHT; VWV TANK TEST, FLINT JOURNAL; "COUPLE IN RACCOON COAT", COURTESY OF DONNA VAN DER ZEE, PHOTOGRAPHED BY JAMES VAN DER ZEE; 1948 BUICK ROADMASTER, 1967 OLDSMOBILE TORONADO, CINDY LEWIS; BARON PIERRE DE COUBERTIN, THE BETTMANN ARCHIVE; KING OF GREECE, A. CASTAGNARD/BETTMANN ARCHIVE

JIM THORPE, ALLSPORT; JOHNNY WILSMILLER, ALLSPORT; RAY EWRY, BABE DRISCOLL, PEGGY FLEMING, JESSE OWENS, SONJA HEINE, BOB MATHIAS, UPPI/BETTMANN; DICK BUTTON, COURTESY OF DICK BUTTON; STEIN ERIKSEN, AL OELFER; WILMA RUDOLPH, ALLSPORT/HULTON DEUTSCH; DICK FOSBURY, ALLSPORT/MSI; MARK SPITZ, NADIA COMANECI, TONY DUFFY/ALLSPORT, U.S. HOCKEY TEAM, MARY LOU RETTON, STEVE POWELL/ALLSPORT, PHOEBE MILLS, ALLSPORT/B. MARTIN; TOMMY MOR, MIKE POWELL/ALLSPORT; MATT BONDI, ALLSPORT; TIMELINE PHOTO ILLUSTRATION BY ANDREW DAMON

PGS. 31-32: 1904 PONTIAC EIGHT, NICKY WRIGHT; 1957 CORVETTE, CINDY LEWIS; PG. 33: BILLYBATHING, MICHAEL WITTE; ERROE EAGAN, ALLSPORT/S.O.C.; GLENN MORRIS, HAY SURELY, ALLSPORT/O.C., OLYMPIC FLAME, UPPI/BETTMANN; PGS. 34-35: BONNIE BLAIR, BOB MATHIAS/ALLSPORT; PGS. 36-37: BOB BEAMON, TONY DUFFY/ALLSPORT, 1956 PONTIAC SAVANAH, 1973 PONTIAC FIREBIRD, NICKY WRIGHT; PGS. 38-39: 1958 PONTIAC BONNEVILLE, 1962 PONTIAC BONNEVILLE, NICKY WRIGHT; 1964 PONTIAC GTO CONVERTIBLE, CINDY LEWIS; PONTIAC AD, COURTESY OF THE NATIONAL AUTOMOBILE HISTORY COLLECTION, DETROIT PUBLIC LIBRARY; PG. 41: ILLUSTRATION BY MICHAEL WITTE; BOB MATHIAS, ALLSPORT; PGS. 42-43: ILLUSTRATION BY MICHAEL WITTE

PGS. 44-45: BABE DRISCOLL, ALLSPORT; 1929 CHEVROLET PHAETON, 1957 CHEVROLET BEL AIR, CINDY LEWIS; PGS. 46-47: 1932 CHEVROLET ROADSTER, NICKY WRIGHT; 1967 CHEVROLET CAMARO, CINDY LEWIS; PG. 48: 1992 CHEVROLET CAPRICE POLICE CAR, CINDY LEWIS; PG. 49: ILLUSTRATION BY MICHAEL WITTE; PEGGY FLEMING, BOB SCHULZ/AMER. ALLSPORT/S.O.C.; OLGA KORBIT, ALLSPORT; PGS. 50-51: ILLUSTRATION BY ROBERT KOPECKY

PGS. 52-53: SHERIDAN LOUIS, ALLSPORT; PGS. 54-55: 1912 CHAIN-DRIVE TRUCK, REPRINTED WITH PERMISSION OF THE AMERICAN AUTOMOBILE MANUFACTURERS ASSOCIATION; GMC AD, COURTESY OF THE NATIONAL AUTOMOBILE HISTORY COLLECTION, DETROIT PUBLIC LIBRARY; PG. 57: ILLUSTRATION BY MICHAEL WITTE; JOHN NABER, COURTESY OF JOHN NABER, BILL JOHNSON, STEVE POWELL/ALLSPORT; PGS. 58-59: TOMMY MOR, MIKE POWELL/ALLSPORT; SATURN AD, COURTESY OF THE NATIONAL AUTOMOBILE HISTORY COLLECTION, DETROIT PUBLIC LIBRARY; PGS. 60-61: 1991 SATURN SC2, CINDY LEWIS; PG. 62: 1992 SATURN SC2 COUPE, NICKY WRIGHT; PG. 63: ILLUSTRATION BY MICHAEL WITTE; BONNIE BLAIR, SAUN BOTTELDOORN/ALLSPORT; INSIDE BACK COVER: 1934 CADILLAC LASALLE, NICKY WRIGHT

OLYMPIC INFORMATION SOURCES: *THE COMPLETE BOOK OF THE OLYMPICS*, BY DAVID WALLICHENSKY, 1992; *ATHENS TO ATLANTA*, U.S. OLYMPIC COMMITTEE AND COMMEMORATIVE PUBLICATIONS, 1993; *THE OLYMPIC SPIRIT*, BY SUSAN WELLS, 1995; *USOC 1995 FACT BOOK: LEGACY OF GOLD*, USOC

ALL OTHER AUTOMOBILE-RELATED IMAGES COURTESY OF GENERAL MOTORS MEDIA ARCHIVES
THE USE OF OLYMPIC-RELATED MARKS AND TERMINOLOGY IS AUTHORIZED BY THE U.S. OLYMPIC COMMITTEE PURSUANT TO TITLE 36 U.S. CODE SECTION 380
GM AND THE GM EMBLEM ARE REGISTERED TRADEMARKS OF THE GENERAL MOTORS CORPORATION. ©1996 GENERAL MOTORS CORPORATION. ALL RIGHTS RESERVED.



GENERAL MOTORS

