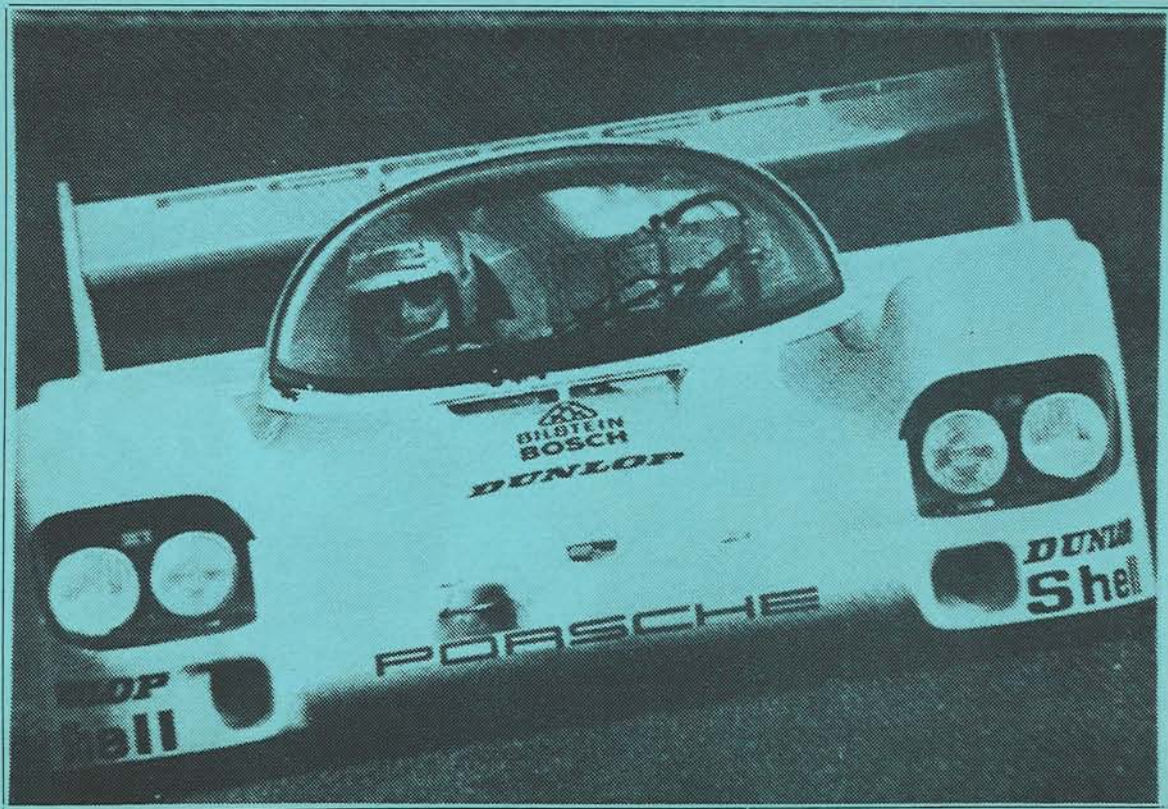


PORSCHE
ÜBER



JUNE 1982

ALLES



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JANET WAGNER - feature editor
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874-8142

ON THE COVER:

THE NEW! PORSCHE 956 GROUP C CAR COMPLETED TESTING AND MADE ITS RACING DEBUT AT SILVERSTONE, ENGLAND ON MAY 16 WHERE IT WON THE MAKES CATEGORY.



KALENDAR



DATE	REGION
7/3-4	• WMR •
7/7	CHICAGO
7/10	SEM
7/18	CI-RAMME-MIR
* 8/1	MIR
8/4	CHICAGO
8/14-15	• WMR •
8/28-9	NOR
9/4-5	CHICAGO
9/11	• WMR •
9/12	MST
10/2	• WMR •
10/?	• WMR •

EVENT

HOLIDAY ON WHEELS
 MULTI-EVENT WEEKEND INCLUDES
 IROC I AUTO-X
 RICK RILEY 616-458-9932
 BLACKHAWK FARMS RACEWAY
 DAN GALLAGHER 312-775-5944
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 P.B. TWEEDS SWAP MEET
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 WINE TOUR TO PAW PAW
 IROC III AUTO-X
 OCTOBER OPUS AT GRATTAN
 COLOUR TOUR

* 8/1 Cavava 44 SW. 7 AM 44 & Stuart

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PORSCHE UBER ALLES



DÜNNSPRECHT CHARLIE DUNN

MEMBERSHIP SURVEY

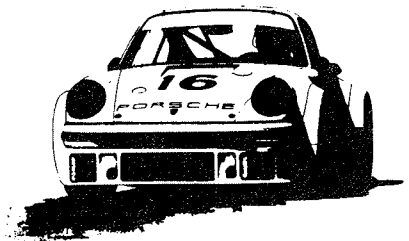
First let me thank all of you who took the time to respond to the membership survey. Generally, everyone who responded indicated that they were pretty satisfied with the range and type of activities being sponsored by WMR. Several people indicated that they were interested in attending some events but had other interests which took precedence - thank you for your frankness, perhaps someday you will find the time to try a PCA event.

The most significant suggestion came from John Lacko of Kalamazoo. John suggested getting films or other such "entertainment" as a feature for a winter meeting. The films would not necessarily have to deal with Porsches - but would be automotive in nature. I believe all of us have an above average interest in automobiles. Thank you John - I'll see what I can arrange.

Several people requested information regarding the various types of events - this month Janet's column covers some of WMR's activities. We will be using UBER ALLES as a means of responding to those requests.

GRATTAN

The May 8th event at Grattan was one of the most successful events ever sponsored by WMR. In addition to the outstanding weather and the careful restraint exercised by all drivers, the most notable observations I made was the spirit of co-operation demonstrated by all participants and what was even more important - the teamwork exhibited by WMR members. The success of this event was due not only to the efforts of Frank Wagner, our Speed Event Chairman, but also due to the efforts of all those that helped - Nancy Dunn, Janet Langdon, Marci Thieme - Registration; Rick Riley, Paul Thieme, Bill Moses, Bob Shedd, Phil Cull, Dave Kramer - Driving Instructors; Chuck Olenyk and Paul Thieme - Tech Inspection. Thank you, one-and-all. A special thanks to Judy Cull for making nearly 30 subs and then driving them to the track. Charlie Snyder was there observing and taking lots of pictures - maybe he'll share some of his pictures with us in a future issue.





PORSCHE ÜBER ALLES



WMR MEMBERSHIP SURVEY

JANET WAGNER

If you all remember, one part of the membership survey that you filled out (you did fill it out, right?) asked if you wanted more information on the types of events offered by Porsche Club. We had so many ask for more information on the various events that we decided to give a general explanation for each type of event. This month I will cover autocross, rally, concours, and Porsche Club parties.

Autocross/Speed Event - An autocross is a controlled driving situation in which one car is on a course and is timed for the duration of the course. Many times pylons are set up for the driver to navigate in order to teach precision. Autocross is not a race but an exercise in precision driving techniques. Some courses have higher attained speeds - those held on a racecourse or speedway; others such as the WMR autocross on July 4th at Lear Siegler's parking lot may allow a brief moment around 60mph. Solo II is another term used to describe the Lear type of autocross. Autocross is a terrific way to increase your knowledge of how your Porsche handles in both straight-line and cornering maneuvers. In fact, autocross lets you get to know yourself as well,

Rally - A rally is an exercise in following instructions on regularly traveled roads. Of course, the instructions are not always crystal clear if it is a gimmick rally. A gimmick rally uses riddles, proverbs, or landmarks or whatever devious means the rally master creates. There are also TSD - time, speed, and distance - rallies which concentrate on mathematical calculations performed by the navigator. Porsche Club rallies are a good excuse to take a drive through the beautiful countryside of Western Michigan in any case.

Concours - Everyone loves to show off their shiny clean cars and concours is the place to do it. There are four classes in which you can enter depending upon how thorough you want to be. Class D - interior and exterior; Class C - interior, exterior, and trunks; Class B - interior, exterior, trunks, and engine; Class A - the complete car including undercarriage. You can pick up hints on products to use for protection and shine from other entrants. Concours point sheets can be a good thing to keep if you ever need evidence of your car's condition.

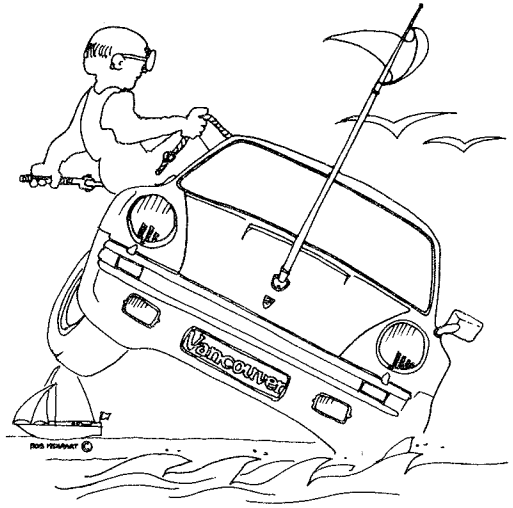


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Parties - Last, but not least, Porsche Club has superb parties following most events. Some of these are loosely organized, others as the Holiday on Wheels parties have food and beverage supplied. The comraderie is always the best. Evenings are spent discussing corners of the autocross, tricky rally instructions, and even normal things not concerning Porsches.

So, come on out and try some new events. If you have questions, ask - we have someone that can answer just about anything! Hope to see you at Holiday on Wheels.



LET'S GO TO THE RACES

This season a number of first class racing events are taking place within an easy drive of WMR. Let's get together and go. We can meet at a particular place at a specific time and roll out. It's not necessary to take your Porsche. Conditions at race tracks are usually just the opposite of those at concours. The important thing is that we will be able to enjoy the race in the company of other hard core car nuts. Let me hear from you if you are interested. Give me a call at 616-344-4764. Let's go!

7/4-5	CART/PPG INDY CAR	CLEVELAND
7/10-11	IMSA CAMEL GT	BRAINERD
7/10-11	SCCA BUDWEISER CAN-AM	WATKINS GLEN
7/17-18	CART/PPG INDY CAR SCCA CRC CHEMICALS TRANS-AM	MICHIGAN MID-OHIO
7/24-25	SCCA BUDWEISER CAN-AM	ROAD AMERICA
8/7-8	NASCAR WINSTON CUP SCCA CRC CHEMICALS TRANS-AM	POCONO BRAINERD
8/31-9/1	CART/PPG INDY CAR	MILWAUKEE



PORSCHE ÜBER ALLES



PORSCHE PUSHERS PERSONALITIES JANET WAGNER

We are really growing rapidly! I can't believe that we are up to 105 members now, and have six more inquires out there. I want to thank everyone who is helping make my job easier by promoting WMR. I hope you will all come out to meet our new members.

Pete and Dorothy Bax live at 411 Kalamazoo in Otsego, 49078, and can be reached at 694-4436. They have four children, Brenda, Lesa, Sara, and Barbara. Their latest addition to the family is a 1968 Maroon 911L. Their main interests in the club are technical information, social events, tours, and driver's schools.

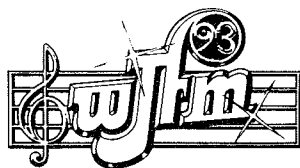
Charles and Janet Magoffin live at 200 Chestnut in Battle Creek, 49017, and can be called at 964-1380. They have three children, Bryan, Chad, and Matthew. Of course we can't forget their new baby - a blue 1981 924. The Magoffins are looking forward to rallying, autocrosses, and gaining more technical information.

We acquired two new members from Tulip Town this month. Daniel Niswander lives at 61 VanderVeen Ave., in Holland 49423, with his 1980 silver 924 Turbo. Dan has two children, Lee Ann and Kirk. His interests in Porsche Club include technical information, rallies, tours, speed events and driver's schools. Hope to see you!

C. Jonathan Hauck III and his wife Donna are also from Holland and live at 1285 Oakhampton Road 49423, with their 1971 red 914. Jon and Donna have four children - Michael, Steve, David, and Sara. Their main interests are social, tours, concours, and technical information. Hope you come out and join us July 4th!

We also have attained new transfer members from Rocky Mountain Region - William and Carol Waite who live at 1047 San Lucia SE in Grand Rapids, 49506.

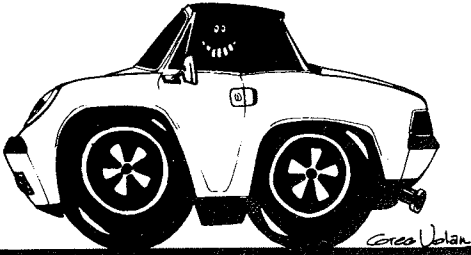
Hope to see you all.



MELLOW MUSIC
ninety three fm



PORSCHE UBER ALLES



SIX PAK TO GO SIX PAK

Today my owner and I were working in garage. Seems the Misses and Frank weren't too happy about my brakes at the last Elkhart autocross event. After we finished installing new slotted rotors and doing the necessary additional work that goes with that, we started watching the Daytona 500. Seemed like a great time to start an article for UBER. The sounds of racing engines, the green grass, and the sunny weather brought back visions of summer and Grattan.

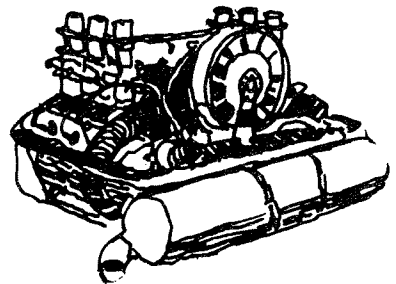
Speaking of Grattan, I over-heard Frank talking to some people about three Grattan events. Seems like Western Michigan Region is going to be very active this summer running Grattan. May 8th, August 14 and 15, and October 2nd, will be the big dates. Also I over-heard Frank talking about some big name driving instructors for the two day event. Guess he'll be knocking out a few letters to Ohio and Pennsylvania to invite these big name drivers to Grattan in August. Hope he lets me counter sign with the paw print off my tire.

Mark your calendar for the Grattan events. use the first Grattan to acquaint yourself with the track, then make the two day school a real learning experience.

As an event chairperson Frank wants to stress safety and proper lines at Grattan. Once that technique is learned the speed will come.

I also heard that registration for August will be limited to the first sixty cars from Western Michigan, MotorStadt, Michigan-Indiana, Chicago, Southeast Michigan, Ramme, Central Indiana, and Milwaukee Regions. After the registration is filled, driver's will go on a waiting list which must be pre-paid.

With all this talk about autocrossing and Grattan, my bald XWX's are starting to heat up. Can I smell that Kendall 40W racing oil now, how good it is. Hope to see ya's all at the Grattan events. Keep an eye on this rag for more info. Register early and let's get out there and have a great time!





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SUNSPOT (SIXER) BABY

He packed up his tools and he
took off down the road,
Left me here stranded with the bills
he owed,
He gave me a false serial number
Took off with my Master Card.
Sunspot (sixer) baby
He sure had me way outguessed.

He left me here stranded like a
dog out in the garage.
Charged up a fortune on my
credit card.
He used my address and my name
Man he was sure unkind.
Sunspot (sixer) baby
He sure had a real good time.

I looked at Grattan.
I looked at Road America.
The closest I came was a month
old bill.
I checked out Blackhawk and they
said he was gone.
I can't understand why he did
me so wrong!

But he packed up his tools,
And he took off down the road,
Said he was going to visit Firm's -
He used my address and my name,
And man that was sure unkind.
Sunspot (sixer) baby
I'm gonna catch up sometime.
(Right after autocross season is
over.)

WORDS: BOB SEGER (SORT OF)
IDEA: SIX-PAK

DEDICATED TO: FRANK - the bill
payer.

Por·sche
(pôr/shə)
is a two
syllable word



everybody eats there!

4 Locations

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1009 Michigan, N.E.
449 Bridge, N.W.
602 Leonard, N.W.

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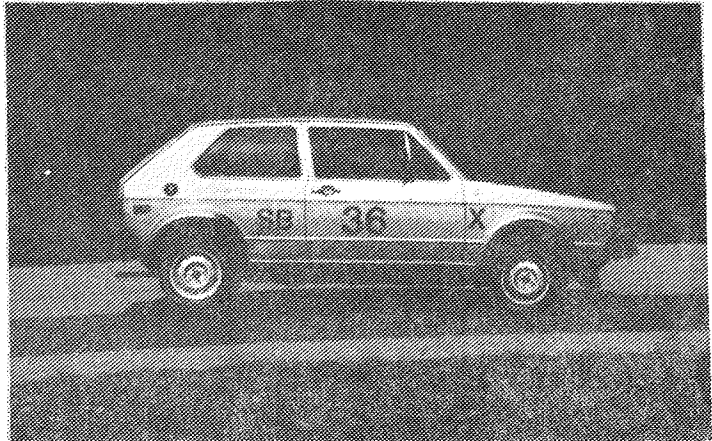
RACER'S BEAT DAVE KRAMER

How about that! As of April 24th., WMR has three new wheel-to-wheel road racers in our ranks. They are Nancy Dunn, Sue Andrews, and Dan Conklin. All three successfully completed their Driver's School and received a novice competition license from the Midwestern Council of Sports Car Clubs.

Now all they have to do is compete in six races and they'll be eligible for a full competition license. If everything goes well, the sixth race will be in July (24th and 25th) when wheel-to-wheel competition returns to Grattan Raceway. That'll be an exciting day for all of the WMR drivers on their "home-court".

Meanwhile, back at the races, things were not quite as rosy on Sunday, April 25th. The first race of the season took place that day, and we all got quite a shock, especially Dan'l Dixon, during the first practice session. Seems Dan'l was just winding out pretty good in fourth gear entering a fast left hand turn when he spotted a pool of oil the corner workers failed to warn him about. Thinking of the impending off course excursion that would probably cost him another spoiler, he braced himself. Well, he did get the spoiler, along with the roof, hood, rear hatch, doors, ... virtually everything but the engine, for which he was grateful. Dan'l was shaken up a bit and bruised, but okay. Still it was a subdued Team Deutsch that completed the day at the races.

PHOTO BY CHUCK OLENYK





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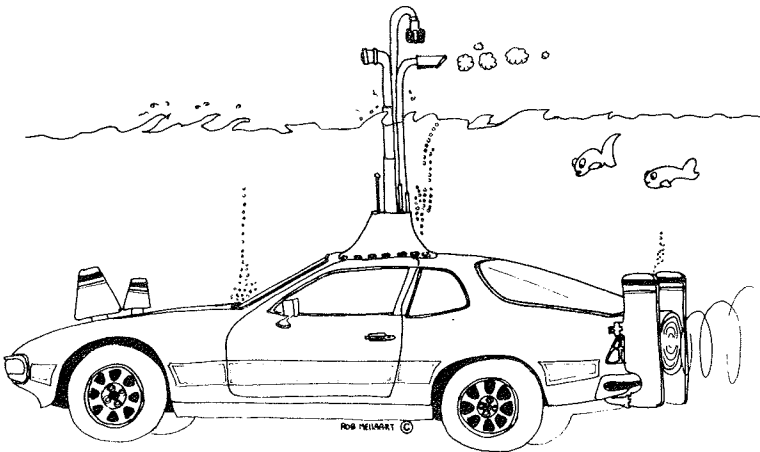


Sue and Nancy competed in the Sedan 3 class, where Nancy managed a respectable third place. Charlie Dunn, Dan Conklin, and I competed in Showroom Stock B. Charlie was driving a great race holding off a pair of MGB's and myself, and hanging onto 3rd place even with disappearing brakes. However, over halfway into the race one of the MGB's got a little too eager, nudged Charlie in a corner, and spun him around. That MGB was black flagged for being a "bad boy" and had to see the pit steward. Then the other MGB got confused on another black flag and mistakenly pulled into the pits. That left me in third, with Charlie not too far behind in fourth.

While that's not necessarily the way I would have liked to gain a position or two, I guess sometimes you have to adopt the attitude of taking them any way you can!

Recent news is that Dan'l Dixon found another Rabbit he can drop his engine into. Watch out Sedan 3 - Red Rabbit #2 is on its way!

Stay tuned for more exciting adventures of Team Deutsch, and maybe see you in July at Grattan.





With the new Group C cars on the official entry list, this year's Le Mans 24-Hour endurance race shapes up as one of the most exciting in recent years.

A number of major teams, including Porsche, Ford, Rondeau, Mirage, Lola and March are all expected to compete.

Four Porsche C-cars are entered, with the lead car to be driven by five-time Le Mans winner Jacky Ickx and Derek Bell. America's Al Holbert and Hurley Haywood will share another.

Running in a separate category are the BFG Porsche Carrera Turbos which will race on BFG Comp T/A radial tires.

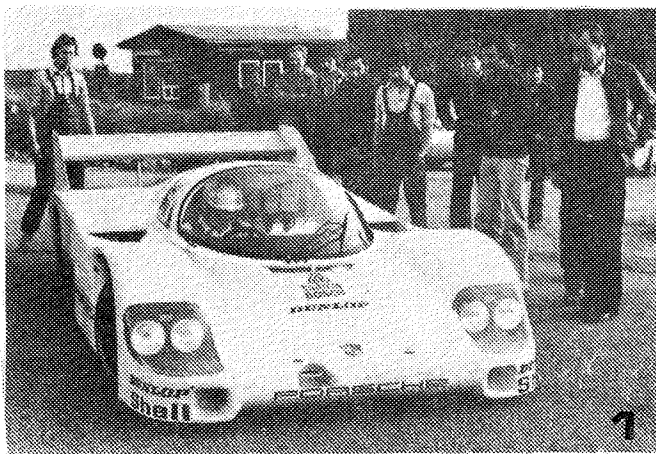
The green flag drops 4:00 p.m. Saturday, June 19th.

1: PETER FALK (RIGHT), DIRECTOR OF MOTORSPORT FOR PORSCHE AG, OVERSEES THE TESTING OF THE NEW GROUP C PORSCHE 956.

2: THE REAR SUSPENSION/TRANSAXLE LAYOUT OF THE 956. GROUP C CARS ARE ALSO BEING BUILT BY FORD, PEUGEOT, LOLA, MARCH, RONDEAU, MIRAGE, SAUBER, DOME, DART, URD AND COUGAR.

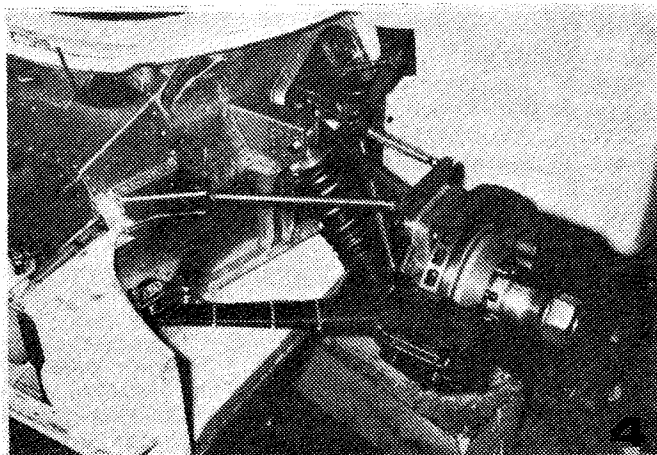
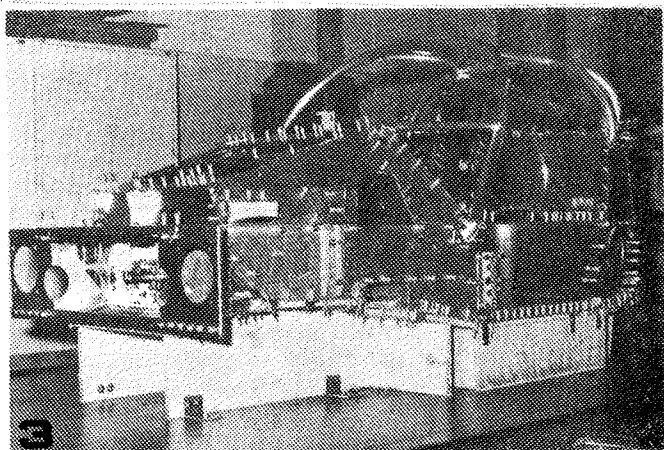
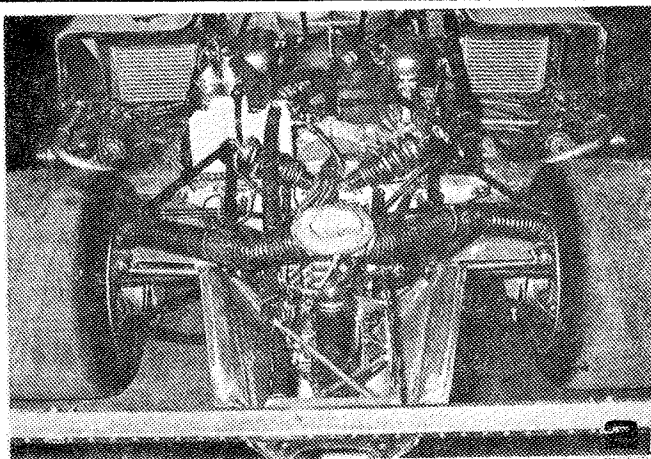
3: THE 956 FEATURES PORSCHE'S FIRST MONOCOQUE RACE CHASSIS.

4: THE FRONT SUSPENSION OF THE CAR. THIS YEAR THE WORLD CHAMPIONSHIP OF MAKES AND THE WORLD ENDURANCE DRIVERS TITLES WILL BE CONTESTED BY THE GROUP C CARS WHICH ARE ALSO ELIGIBLE TO RUN IN THE SCCA'S BUDWEISER/SEVEN-11 CAN-AM.





PORSCHE ÜBER ALLES





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UBER ALLES



GRATTAN, FOR YOUR USE ONLY

How would you like to drive your sport type vehicle, or your motorcycle around Grattan whenever you want? Well just about whenever you want. E.J. Fassen, the track manager has an unusual program for all you autocrossers, racers, and sporting drivers out there in Michigan, Indiana, and upper Illinois. Mr. Fassen is offering a yearly membership program allowing the use of his track to any member as long as the track is not rented out on contract. This means weekdays, week-nights, and weekends when the track is open. You will also receive free camping at the track at all events. So if you want to come out and watch

one of the contracted events, motorcycle racing, Midwest Council racing, autocrosses, you will not have to pay a camping fee.

This membership runs for twelve months, and would have to be renewed each year. Your membership gives you secondary insurance, track facilities, and camping rights. Showers and indoor restrooms are all part of this program.

Anyone interested in all the details should contact Mr. Fassen by mail at 1639 Bristol NW, Grand Rapids, MI 49504. He will be more than happy to mail you all the details for membership that you need. Let's support our local track owners and help each other in these hard times.

J. Loppa's

gaslight village

PIZZERIA

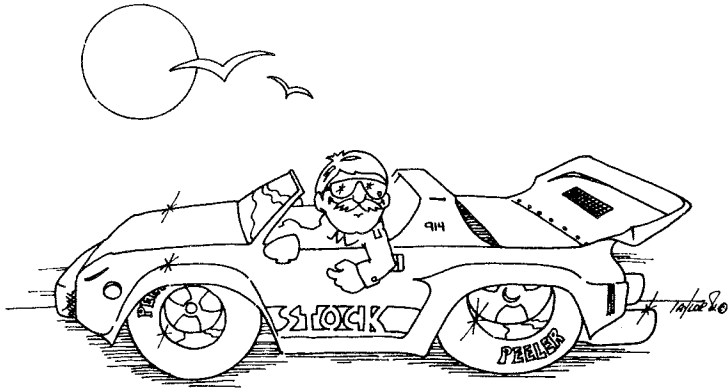
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GASLIGHT VILLAGE Across From Jacobson's 2224 Wealthy S.E. 774-2124



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PORSCHE ÜBER ALLES



TO EACH THEIR OWN LANCE WEERSMA

FROM YOUR EDITORS:

Chuck, Jan and I would like to thank all the contributing authors, both those with recognizable by-lines as well as those whose pseudonyms confound us all. We hope that Porsche Über Alles is showing you the many interests of the Western Michigan Region and its members. Please feel that we welcome all members to submit their literary endeavors. "To Each Their Own" will be a monthly feature on your Porsche. The style of the article is what ever you want it to be. We will even use interview style if you prefer. Please contact Chuck or I to reserve your centerfold.

Nancy

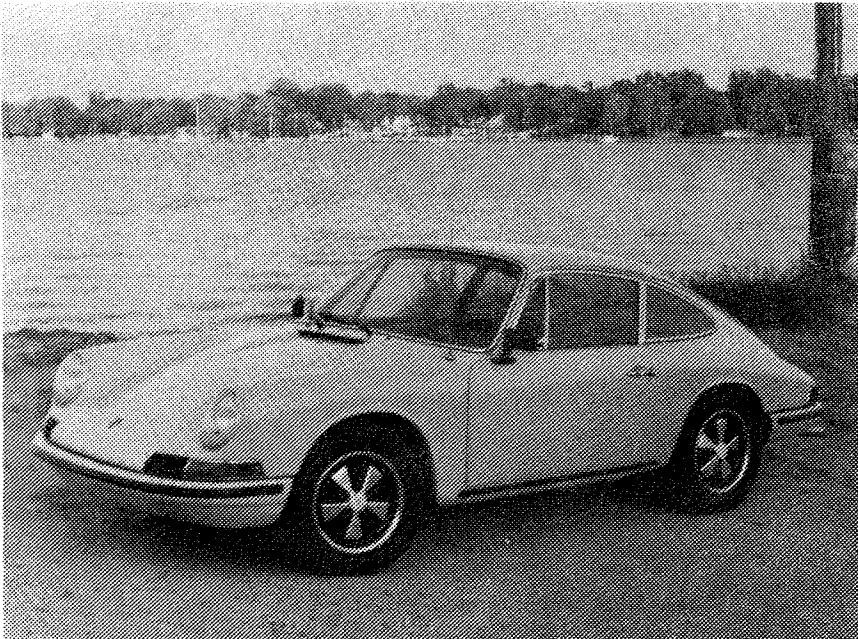


PHOTO BY LANCE WEERSMA



PORSCHE ÜBER ALLES



A car to drive all around the town,
one easily repaired and wouldn't breakdown.
A 912 model was what the son needed,
they'd work on it both, 'till the job was completed.

They searched the area until one was found,
the son proclaimed that her engine was sound.
The project was started and her body mended,
but plans soon changed and their lives upended.

With an address change and likewise events,
there was no place to fix-up the dents.
So she sat in the driveway, out in the cold,
would no one come and save her poor soul?

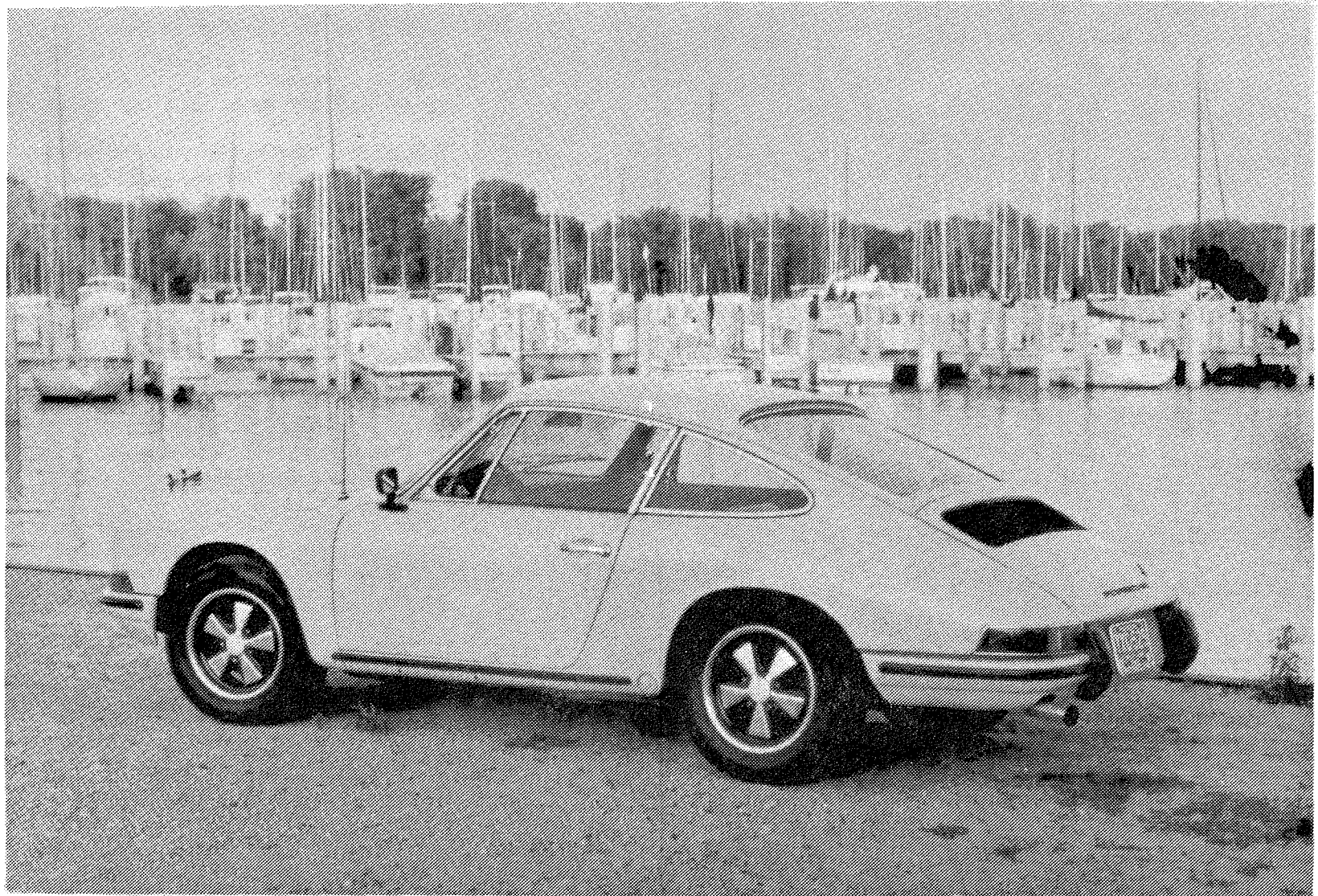
Then one day they hauled her right out of Kazoo,
now only one garage mechanic replaced the two.
Her body torn asunder and engine apart,
would she ever become a real work of art?

He hammered and torched her and gave her a scare,
but he knew what he was doing and seemed to care.
Life seemed swell in this big heated garage,
but it failed to become her permanent lodge.

For Dad's 911 the son would inherit,
the 912 had now lost both favor and merit.
For alas she was second, replaced by another,
that black 911 rated priority and cover.

The mechanic was spending his time every day,
restoring that 911 for his son far away.
For the son's 911 needed immediate attention,
why this was so, I'd rather not mention.

She rested and waited, boy it would be heaven,
if only he'd finish with that black 911.
Finally the son came and drove it away,
surely no more excuses of further delay.





PORSCHE
ÜBER ALLES



But wait just one minute, what's that in the drive,
not another 911, now just when would her turn arrive?
Where did she stand in this ever growing line?
When would he finish? When would he find time?

Then just as a sideline, he pursued other pleasures,
he built a new home and filled it with treasures.
So she waited and waited and was covered with dust,
no one was watching her paint show more rust.

Then he built her a cradle--well that was a start,
to the new home he moved her but she stayed on a cart.
For the next few winters the 911 took priority,
it made her so mad, no respect for seniority.

As the days wore on, each project ended,
the house was completed and the 911 mended.
Now it was her turn, the poor little soul,
a complete restoration, that was his goal.

But one event I forgot to mention,
there appeared on the scene a new dimension.
For lo and behold a visiting club member,
saw her potential and ran off to a lender.

With many an hour now spent on the task,
parts were ordered from this place and that.
With skill and technique and a knowing touch,
parts were replaced, even the clutch.

When the Mrs. was recruited, the interior was redone,
they worked on it steady, but they called it fun.
Paint was applied and with the engine in place,
she wore each new piece with such style and grace.

This time it was different, the work never stopped,
she got the full treatment from bottom to top.
So this is the story, the facts are all true,
how we fixed her all up, and then sold her to you.

Restored by: Jack Zelms

Written by: Marcia Zelms

Are you torn between a BMW, Volvo, Audi or Mercedes-Benz? Permit us to propose a solution.

Considering your intense interest in all those cars, there's at least one way for you to get everything you want.

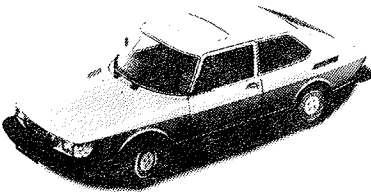
Buy a Saab.

With the Saab, you will not find yourself foregoing room, performance, efficiency, utility, luxury or rugged construction.

This statement, we realize, undoubtedly sounds like a fanciful dream and a great overpromise. A test drive will convince you it's not.

You will find the same excellence in our service department where Pat Lanham is now our manager servicing both Saab and Porsche.

Western Michigan Porsche owners know Pat as the first fully-qualified Porsche-Audi Registered Technician in the United States.



SAAB

The most intelligent car ever built.

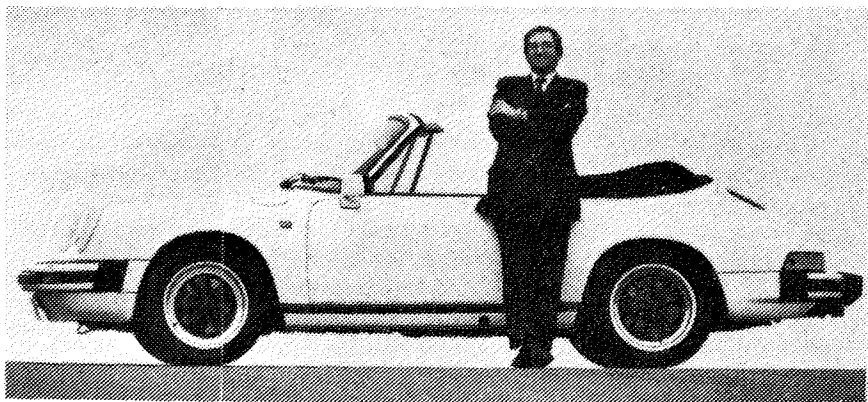
Keenan Saab
3130 S. Division
Grand Rapids
Michigan 49508
(616) 241-5623

Breaking all kinds of traditions, the German carmaker hired Peter Schutz to reshape its management and develop a new strategy.

Fortune Magazine has graciously consented to let us reprint, this article written by David B. Tinnin which appeared in the April 5th issue.

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The American at the Wheel of Porsche



by DAVID B. TINNIN

Many European executives have crossed the Atlantic to land top posts in U.S. companies. But few Americans have gone the opposite route, and none has lit on a more prestigious or exposed perch than Peter W. Schutz, 51. A former vice president for marketing and service at Cummins Engine, Schutz was thrust into sudden prominence in December 1980 when he was named president of Porsche, the Stuttgart-based maker of sophisticated sports cars whose performance and price are equally breathtaking.

The appointment provoked astonishment and misgivings in West Germany. GASTARBEITER [foreign worker] IN THE PRESIDENT'S CHAIR, exclaimed one nonplussed German business magazine. Porsche does not loom large in Germany's economy—owned solely by the descendants of its brilliant and inventive founder, Professor Ferdinand Porsche, the company sold just

32,000 cars last year, compared with 351,000 for BMW and 441,000 for Mercedes-Benz. But it is a national institution: in German eyes its cars are a bellwether for the future competitiveness of German technology.

Porsche's narrow product line, which is bunched at the conspicuous-consumption end of the automotive spectrum, had made it especially vulnerable to the oil shocks of the 1970s. After falling sharply during the energy crisis of 1973-74, sales bounced back to a peak of \$732 million in 1977. Then, buffeted by the second oil shock, the company began a downhill slide that had serious effects on its morale and self-confidence. Part of the problem stemmed from tensions between management and shareholders. But the main factor was a free-floating anxiety about the future of the sports car. In the dawning drab world of energy scarcity

continued

and no-growth economies, the social climate was turning sharply against just about everything the flashy and nonegalitarian Porsche stood for.

An alarming candor

Though Porsche's problems seemed to beg for fresh management, Peter Schutz hardly made a reassuring debut. With an American candor that struck many Germans as alarming, he readily confessed to reporters that he knew little about the auto industry. His expertise, he explained, was entirely in diesel engines and earthmoving equipment. To make matters worse, the *Gastarbeiter* volunteered he knew even less about Porsche and had never driven one of its products. "I was never able to afford one," he admitted. "And people I know who own a Porsche don't toss you the keys and say, 'Go take a spin.'"

The Porsche company offered no explanations for its unlikely choice. Schutz sidestepped all questions about his selection by saying "talk to Dr. Porsche." But Ferry Porsche, 72, the chairman of the board of directors and son of Professor Porsche, refused to talk. For FORTUNE, Porsche has broken his silence, thus enabling Peter Schutz also to speak freely.

Born in Berlin, Schutz fled Germany with his Jewish parents in 1939 at age 8, and grew up in the Midwest, where he received a bachelor's degree in engineering from the Illinois Institute of Technology. After Army service he worked as an engineer for Caterpillar and then for Cummins at the home office in Columbus, Indiana, where he rose to become a vice president for marketing and service. In 1978 the big West German industrial combine of Klöckner-Humbolt-Deutz, searching for an engineer with sales experience to run its engine business, lured Schutz to its headquarters in Cologne. Since he had not spoken German since childhood, Schutz had lost command of the language. His trademark at KHD was a thick dictionary he lugged around.

In May 1980 Schutz received a telephone call in his Cologne office from a West German recruiter by the name of Maximilian Schubart. "Usually you ignore

such calls," says Schutz. "But Max told me he was a private pilot and would fly to Cologne airport. Since I'm a pilot myself, I thought, 'Well, he can't be all bad.'" When the two met, Schubart did not name the prospective employer but Schutz quickly guessed it could only be Porsche.

A few days later Schutz paid a visit to Porsche, a shy and gentle man, at the sunny villa overlooking Stuttgart that had been built by his father in 1923. "As sometimes happens in life, we liked each other immediately," remembers Porsche. "I questioned Schutz about his experience and was pleased at the way he explained how he had dealt with problems at other companies."

Although he was also interviewing five or six German candidates, Porsche harbored no hesitations whatsoever about hiring an American. "I have visited the U.S. twice," he recounts, "and I had always been impressed by the rational way in which Americans could organize industrial activity. I tried to introduce a certain Americanization into Porsche by sending engineers to study and work there. Upon their return, however, they never were able to put their lessons into practice." Porsche was also attracted by Schutz's marketing background. Though he is an engineer himself, he had become wary of the arrogance of that profession. "Engineers often think they know everything and the marketing people nothing," he says. "But only when both sides work together can a company function properly."

Porsche had another reason for searching for a compatible president. A deep rift had developed between the family and the then president, a brilliant and strong-willed engineer named Ernst Fuhrmann. Fuhrmann had been appointed in 1971 after the family took the painful decision of withdrawing from actively running the company because, as Porsche puts it, "We saw that a mixed management did not work because the family member always had more pull."

Though Fuhrmann made many sound decisions, he tended to alienate the family even when members supported his

policies. The family agreed, for example, with his proposal to break away from the air-cooled rear-mounted engine that had virtually been Porsche's trademark for three decades and introduce a new generation of cars with water-cooled engines mounted in the front. The new cars would have a broader market appeal, and the complex noise-control problems of the old layout made it vulnerable to legislative restrictions in increasingly decibel-conscious societies.

But Fuhrmann's vigorous championship of the new design was divisive, and some crucial characteristics of the cars upset the family. The 924 lacked the zip expected of a Porsche, and the styling of the more powerful 928 seemed to depart unnecessarily from the form-follows-function philosophy laid down by Ferdinand Porsche and honored faithfully by his successors. "When I ran the company I did not hesitate to continue using my father's 'signature' in our design," states Porsche. "But others seemed to feel the need to express themselves differently." Indeed, Fuhrmann was so adamant about his independence that Ferry Porsche felt compelled to move his office from the company headquarters.

Selling more than a car

Schutz knew how proprietary families could feel about companies they own because he had observed executives at Cummins dealing with the Millers, who control 24% of the stock. Though Ferry Porsche and Schutz never discussed the topic, both felt they would have a close relationship. After meeting with several other members of the family, Schutz was finally told he was the choice. His first act was to ask Porsche to move his office back to the headquarters, across the hall from his own. Says Porsche: "Now, and I emphasize now, I no longer feel forced aside."

Schutz began his tenure by subjecting the company to its first thorough appraisal, beginning with a fundamental question: "What business are we in?" After poring over Porsche sales records and customer research, he soon decided the company was not really in the auto business

but was a leisure-time enterprise. Says he: "If you ask a Porsche driver, 'Is that your car?' the answer would be, 'Yes, in a way it is. But it is also my summer home and the yacht for which I don't have time.' In that sense," reasons Schutz, "the price of a Porsche is not viewed in comparison with a regular utility auto, because you are not selling just a car."

He also found a management in need of overhaul. Apart from its morale problems, Porsche suffered from a particularly severe case of the hierarchical rigidity and uncommunicativeness that often afflicts German corporations.

Schutz's first deliberative weeks at Porsche were so uneventful that people soon began asking when he finally would do something. Actually, he was only waiting for an opportunity, and that came last April 12, exactly 95 days after his arrival. A team of racing engineers trooped into his office to brief him on plans for the 24 Hours of Le Mans, where Porsche has been overall winner five times.

The men explained that the goal this year was a marketing one—to race production models of the 924 and the new 944, its intended successor in most markets, to enhance their images. Of course, they noted, these cars had no chance of an overall victory since they would face far more powerful out-and-out racers, including those fielded by BMW, Ferrari, and Lancia.

An emotion-laden exchange ensued:

Schutz: How can you let Porsche go to Le Mans and not win?

Team member: We don't have a racing car ready. They are all in the museum.

Schutz: I don't care, and I don't care what you have to do. But Porsche is going to win at Le Mans.

Schutz's fit of pride ignited the enthusiasm of the Porsche people, who in their hearts also wanted to win at Le Mans. Only 62 days remained before the race, an incredibly short time for preparations. From the Porsche museum where 30 or so historic cars are housed, the racing crew pulled two mothballed 936s, victors at Le Mans in 1976 and 1977. Off a warehouse shelf they took old engines that had been built for an Indianapolis racer but never

used. From retirement came driver Jacky Ickx (pronounced *eeks*), 37.

A moment of revelation

The results were the stuff of which legends—and corporate cultures—are made. The two 936s, flames jetting from their exhausts, started strongly, but in the 12th hour one was disabled by a broken throw-out bearing in the clutch, an extremely inaccessible part. Mechanics labored under spotlights to remove the entire engine, tear down the clutch, and install a new bearing, all in only 47 minutes. Resuming the race, the car ran perfectly. Schutz paced the Porsche pit, his eyes welling with tears. It was his moment of revelation. Never in his life, he recalls, had he witnessed such professionalism, team spirit, and dedication. "My God," Schutz kept repeating to himself, "we can't lose."

And they didn't. The 936 driven by Ickx and Derek Bell, 40, flashed across the line first. The disabled Porsche fought its way past dozens of competitors to finish 13th, and the new 944, which had been entered as a "924 GTP" to disguise its true identity, finished seventh overall and won the distinction of spending less time in the pits than any other car. Not once during the 24 hours had it required any repair.

The Le Mans victory powerfully raised spirits at Porsche—and helped Schutz break down the walls of caution that he had been encountering. "I did not want to make any judgment one way or the other at first," confesses Wolfgang Berger, the chief of quality control, a former Fuhrmann aide. "But by now Peter Schutz has proven he is the right man for Porsche."

The triumph also gave Schutz the authority he needed to begin reshaping the company's management. Last summer Schutz hired Heiko Lange away from his post as a personnel director at ITT's European headquarters in Brussels. The two men are staging a series of "information fairs"—exercises in group thinking and decision-making—designed to make Porsche a more open company in which information circulates freely and policy

matters get thoroughly discussed before a final decision is handed down.

Porsche has been highly compartmentalized, with each department chief operating pretty much on his own. Schutz is trying to change to a modified American model. Executive-board members—roughly equivalent to group vice presidents—will operate as a team, presenting their ideas and proposals for group discussion so that Schutz can present Porsche's directors with consensual decisions. And several key department heads who previously reported to the president now answer directly to the executives in whose jurisdiction they logically belong. Styling, for instance, has been moved from the president's fiefdom and reports to the chief of engineering and development.

Schutz is making slow headway, however, in convincing his colleagues to delegate day-to-day administrative burdens and think strategically. They complain that while Schutz asks good questions, his technique is *unbequem*—uncomfortable, in essence. "We have to spend so much effort replying to him that we hardly have enough time to get our real work done," says one.

The absence of *Achtung*

Both sides contribute to a communications gap. Schutz's business style is very American and thoroughly at odds with German manners and customs. In interviews German reporters often quote one of Schutz's best one-liners: "I may be able to accomplish a lot at Porsche, but I will never get people to call me Peter." In his dealings with Porsche executives, Schutz puts forward matters he would like to see tackled in an informal, almost tentative way. To German ears, Schutz's phrases lack the unmistakable ring of "*Achtung*, this is authority speaking." Such a misunderstanding can lead to Schutz's having to repeat himself several times, as he did in a recent conference when his voice took on a bit of an edge. The other executive, suddenly aware he was on the wrong wavelength, looked smitten. "You will just have to give us time, Herr Schutz," he said, "you will

Schutz on the Japanese: _____

*"You can't meet them head on.
You have to keep roaring ahead."*

have to give us time."

Schutz will also have to give himself time. Working effectively in a foreign language and culture is extremely difficult. Schutz makes a point of speaking German with everyone at Porsche, even though many of its executives are completely proficient in English. The dictionary is gone; his command of technical German is impressive ("There are some subjects I can only adequately discuss in German," he laughs). And his conversational German has become fluent and grammatically flawless, though his midwestern accent rings through. But Schutz admits he lacks the knowledge of the literature and history that might enable him to divine nuances. "Some things may go past me," he concedes.

Schutz's most valued tutor in the essential social graces is his wife, Sheila, also an American, whom he calls "my seeing-eye dog." Vivacious and perceptive, Sheila pointed out recently that Schutz, garrulous by nature, was wearing out everyone at parties by staying too late: German etiquette forbids others to leave a party before the highest-ranking guest departs. "So I can't close the bar anymore," quips Schutz. Seriously, he adds: "I hate all this formality, but there is absolutely nothing I can do about it."

A stinging lesson from Mazda

The crucial question for Schutz is clear in any language: will Porsches sell? The sports-car market has recovered from the second oil shock since Schutz took over, and high-priced cars are selling best of all, at least in the U.S. Since Porsche's new fiscal year began last August, worldwide sales have risen 18%, to 20,300. Revenues increased 30%, to \$352 million. Profits, as measured by the modest dividend the family takes, are expected to double for the full year to about \$7 million.

Porsche's niche is nonetheless precari-

ous. Its highest-priced cars, the rear-engine 911 and the front-engine 928, sell for upwards of \$30,000, and the market for such cars is not big enough to sustain the annual volume of some 30,000 units the company reckons it needs to support its present dealer network. In the past, Porsche got its volume by marketing lower-priced cars made partly with Audi and Volkswagen components, including the 924, which sells in the U.S. for \$17,000. But the Japanese are closing in at the lower end. Mazda's rotary-engine RX-7 two-seater, introduced in 1978, taught Porsche the stinging lesson that a car assembled from off-the-shelf components could roughly match the 924 in performance but sell for two-thirds the price. Largely because of the RX-7, the 924's sales have fallen sharply in the U.S.

Schutz now thinks Porsche will have to cede the low end of the market to others. The new model 944 reflects this strategy: though the car was largely developed under Fuhrmann, Schutz was left the decision of whether to furnish it with an Audi engine or a far more costly high-performance engine developed by Porsche. Schutz chose the Porsche engine, and the 944 will come into the U.S. costing just under \$20,000—some \$3,000 more than the 924, which it will replace.

Yet the high road is full of risks, not the least of which is that the 944 may be priced too high to generate the volume Porsche needs. The word Schutz is getting from the U.S. tells him there is nothing to worry about. Jim Fuller, a Volkswagen of America vice president who heads the Porsche and Audi Division, has produced a number of market studies that show a great potential for vastly expanded Porsche sales in the U.S. According to Fuller's findings, Porsche's prime clientele—males 35 to 45 earning \$40,000 or more in 1981 dollars—is expected to grow 39% during the next three years.

continued

Since Fuller took over the division 18 months ago, Porsche sales in the U.S. have risen about 10%, to some 11,600 autos in 1981. But he expects them to nearly double by the end of 1985 to about 22,000 autos, including 15,000 944s. Some executives in Stuttgart are worried that Fuller is overly optimistic, but Heinz Branitzki, Porsche's longtime financial chief and Schutz's deputy, is unconcerned. "Even if Fuller's forecasts are 20% high, we still will be in good shape," he says.

Porsche's other new car—the 911 Cabriolet convertible—is Schutz's own baby. With its introduction he hopes to end the "religious war" that was the unhappy legacy of his predecessor. Fuhrmann gave fanciers of the 911 the unfortunate—and he claims unintended—impression that the company was eager to drop the rear-engine car, which has been in production since 1964. Schutz sensed a need to reassure the traditionalists, and shortly after his arrival Porsche engineers developed the new convertible based on the old 911 platform. The car, which will be introduced in the U.S. in the autumn, will sell for about 10% more than the present 911SC, which fetches \$30,400.

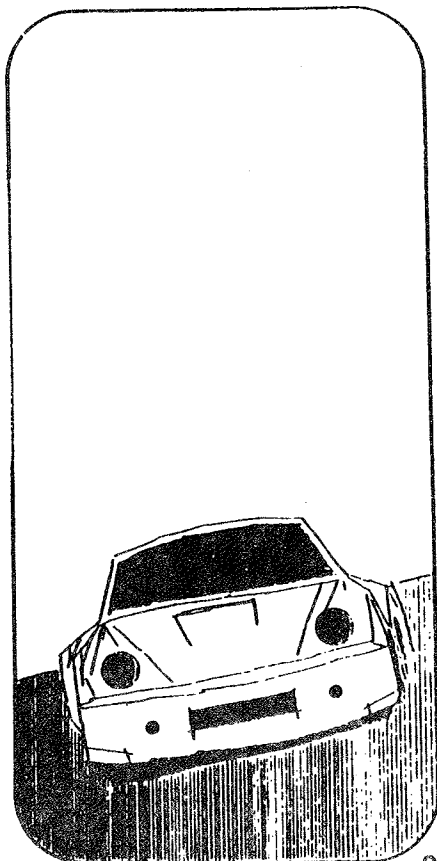
The biggest uncertainty may lie in the plans of the Japanese. Schutz argues that their entry-level sports cars—those inexpensive enough to attract young buyers—will help Porsche over the long run by enlarging the total market. But as Detroit has learned, Japanese automakers do not stay put at the bottoms of markets. Toyota, for example, is even now planning to invade Porsche's high-priced territory with a sophisticated sports car powered, perhaps, by a turbocharged V-6 engine mounted midbody; it could be on sale by 1984.

Betting on technology

Schutz believes that the only way to fend off the Japanese is to stay ahead in technology. "You can't turn around and meet them head-on," he says. "You have to keep roaring ahead." His hope for keeping the higher-priced Porsches out in front is locked away, so to speak, in the extensive research center and proving grounds Porsche maintains in the countryside at

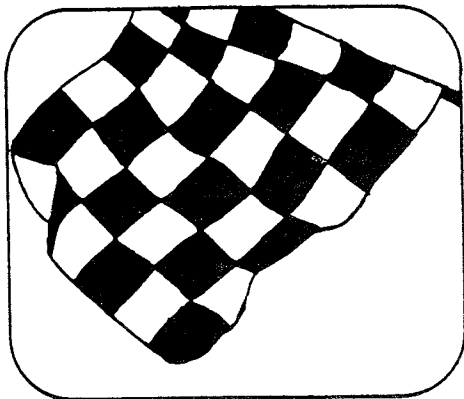
Weissach, near Stuttgart. The center is an institution in its own right, employing some 1,200 designers, engineers, and technicians who design everything from forklift trucks to airplane cockpits for outside clients. The center brought Porsche revenues of some \$165 million last year, and Schutz plans to increase sales to outsiders, using the profits to finance R&D for an ever better breed of Porsche. Many improvements will come from the center's ability to translate knowledge gained in racing into production cars—a capability not even the Japanese can duplicate yet.

Will his strategy for fending off the Japanese threat work? This is what the Germans melodramatically call a *Schicksalsfrage*—a question of destiny: Porsche's future may depend on the answer. As Peter Schutz is learning, the president's chair is always a hot one at Porsche, especially for a *Gastarbeiter*. F





EVENT REPORT



FRANK WAGNER

S.O.L.D. at Grattan was more like SOLD OUT Grattan. Twenty-eight cars showed up to do laps around the 1.8 mile road course in our back yard. Things could not have been better. The weather was behind us completely. Everyone was excited and up for our first of three weekends at Grattan.

Several new members showed up to show off their new toys. We had drivers from Lansing, Battle Creek, Kalamazoo, Chicago, Indiana, and of course Grand Rapids.

Time was taken with all new drivers, or drivers for the first time at Grattan. We couldn't have asked for better cooperation between the drivers and instructors. Eight hours later we didn't have one scratched fender or one bad mechanical mishap. This being the first Grattan event showed that naturally everyone was a bit rusty. But, it was all minor adjustments to the cars and drivers, putting everything back on the right track.

We have two more Grattan weekends coming up. There is an August 14th and 15th Driver's School, and the second annual October Opus on October 2nd. Timing will not be part of either weekend so you won't have to worry about someone beating you or thinking your not fast enough. We want everyone to enjoy these weekends.

Thanks to all the people who helped put on this event, without your help this event and the ones to follow would not be possible. Also thanks to all the people that participated in the event. Seeing smiles on all the driver's faces, brake dust on all the wheels, and empty oil cans being deposited in the trash makes all our efforts worth it.

THANKS!



PORSCHE ÜBER ALLES

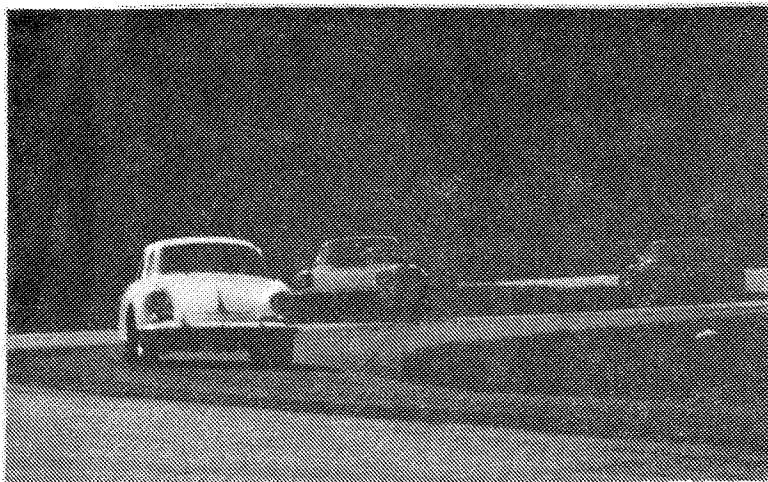


PHOTO BY DOUG HOEK

DOUG MCDONNELL, NICK BRENKUS, AND
BERT SADOK APPROACH THE STRAIGHT
AT GRATTAN.

The Season Opener Lapping Day at Grattan was a tribute to Chairmen Frank and Charlie for organization and to workers and participants alike, the latter for keeping their tires in contact with the pavement - no squirrely driving seen by this observer.

From the registration through lunch, until the sun shone in the windshield as I headed the "Porsche Puller" home, it was a GREAT day.

Thank you, Porsche Club
Bill Moses
356, 930 Instructor



EVENT REPORT



LAKE MICHIGAN AUTOCROSS SERIES

by Bill Moses

LMAS #4 was held Monday May 31st, at Ionia and I received the results Friday, June 4th. How's that for organization?

If only they could have held the rains off. Anyway here are the Porsche entrants times.

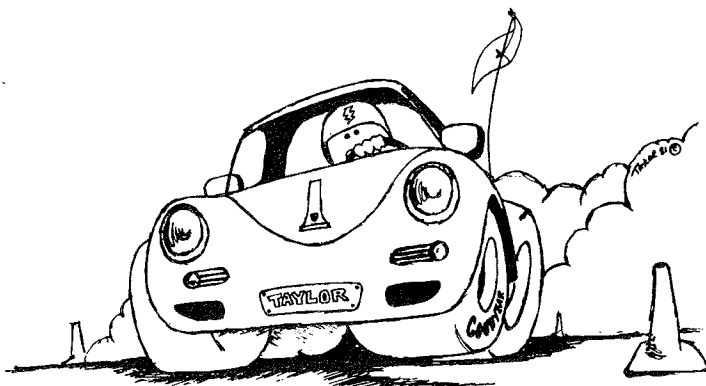
Bill Moses	52.709
Phil Cull	53.271
Chuck Olenyk	53.511
Paul Thieme	54.738
Frank Wagner	55.240
Nick Moses	58.085
Janet Langdon	58.629
Peggy Riddle	61.883

Peggy was down in the 58's but the run was thrown out when everyone didn't finish because of the rain.

We were part of 103 entrant and took home 5 pieces of hardware.

See you at HOW-IROC #1 - July 4th.

LMAS schedule of events available on 24 Hour Up-To-Date Information Autosports Hot Line 616-396-4292.





BOARD MEETING



Minutes - June 2, 1982, as submitted by Gary Petertyl.

Present: Charlie and Nancy Dunn, Chuck and Lynne Olenyk, Dave Kramer, Jan Langdon, Frank Wagner, Phil Cull, Bill and Marilyn Moses, Lori Petertyl, Lance and Juanita Weersma, John Lacko, Doug and Shari Hoek, Marci Thieme, Bob Shedd, Rick Riley, Steve Locke.

Meeting called to order at 7:45pm. Minutes of May meeting accepted as read. Treasurer's report accepted. Membership - total now 107 - good! UBER ALLES had to change printing source.

Porschemporium - John Lacko presented new items and sale info, all items available at HOW.

May 8th Grattan had 30 cars. June Combo Rally scheduled for 13th. Dave Kramer is rallymaster. HOW - arrangements all made, events scheduled and planned - all under control.

August Grattan - 14th and 15th - 60 car limit. Saturday is heavy on instruction. No timing or trophies. Event promoted in all Zone 4 regions.

New Business - letter from Oregon Region regarding timing and radio equipment for rent - no interest. Motion to adjourn at 8:15 pm - pass.



SCHEDULE OF UPCOMING BOARD MEETINGS

7:30 PM	WEDNESDAY NIGHT
JULY 7TH	STEVE AND DEBBIE LOCKE'S 1635 Oxford SE Grand Rapids, Mi. 616-247-0028
AUG. 4TH	FRANK AND JAN WAGNER 1545 Philadelphia SE Grand Rapids, Mi. 616-245-0981



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 WITH 2 NEW REAR CABLES 35.00
 CARB LINKAGE - NEW 25.00
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 911:

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 CRASH BUMPER 15.EACH
 LEFT & RIGHT US FRONT DIRECTIONAL
 LENS, PRE CRASH BUMPER 10.EACH
 MISCELLANEOUS:

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 616-676-2716 (E)

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WANTED:

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 EXT 361 (D)
 219-255-6576 (E)
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PORSCHE ÜBER ALLES



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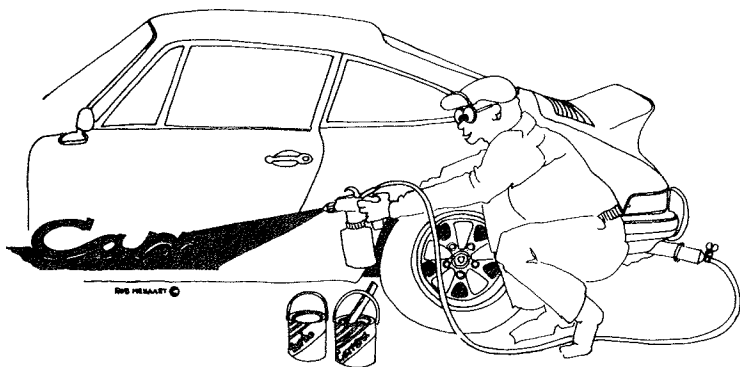
SIDE SHIFT TRANS W LINKAGE	\$500.
GOOD REAR SHOCKS-BOGE	25.PR
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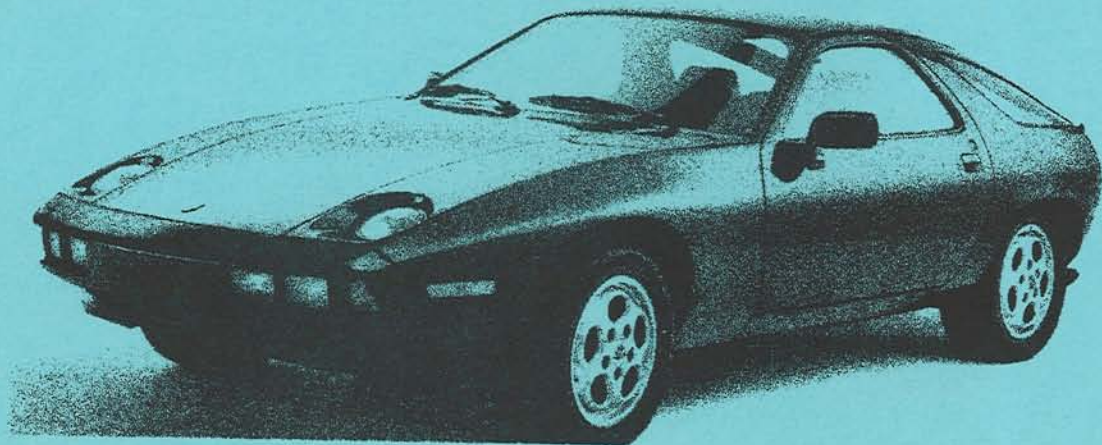
FUTURE PLANS:

Region-wide Special Orders for everyone who is interested in particular items. Regularly, we could put together group orders for the following or similar items: Sheepskin Seat Covers, Portable Tool Kits, Sissal Mats, Excellence Was Expected Book, Schort Schifters, Luggage Straps, Porsche Pillows, Mud Flaps, Bras, Filters, Wiper Blades, and whatever else you may be lusting for in the way of Porsche Pilmentos. Your interest and input will make these group purchases a reality. Let us hear from you!



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