

INTERNATIONAL

*Citroën Polska:
The pioneers' tale*

INTERVIEW

*Wim Wenders:
In quest of... the cinema*

SPOTLIGHT

*Rising to the quality
challenge*

PRODUCT

The other Xantia... and the Jumpy

double chevron



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editorial

Curtain up on the Citroën team

Citroën takes risks every day. That's because we are constantly seeking new challenges. Risk makes our business more exciting and enhances the results that we achieve. Naturally, at the end of a project — like at the finale of a play — only the final result is visible, but in both cases, success depends on teamwork. This issue of Double Chevron pulls the curtain aside to reveal the team standing in the wings. It's time to give the members of that team the applause they deserve. After all, Citroën would not have won the World Cup for Cross-Country Rallies for the third year running if Pierre Lartigue and the Citroën ZX Rallye Raid had not been backed by a skilled, efficient technical assistance team working round the clock. Without the combined efforts of our Marketing, Styling, Process Engineering, Production and Quality Departments,



the stylish new Xantia Estate would not now be gracing our showrooms. And in Poland, without the vitality, determination and tenacity of the young team at Citroën Polska, the results obtained in just a year and a half would not have been so positive or so promising. Teamwork is also about quality, a word — and a concept — for our times. Quality is the yardstick we refer to whenever we buy a new product. But does the subjective value we place on quality reflect reality? It's a question that brings us back to the concept of risk. While the finished product steals the limelight, the backstage team is hard at work. Everyone is involved in their jobs as part of the common effort. And now the concept of teamwork has been broadened thanks to a new job: the expert technician. By covering these topics and many others, Double Chevron is seeking to turn the spotlight on the wealth of activity that goes on behind the scenes.

A handwritten signature in black ink, appearing to read 'Bernard Guerreau'. The signature is stylized and fluid, with a long horizontal stroke at the end.

BERNARD GUERREAU
DIRECTOR OF CORPORATE COMMUNICATIONS

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Wim Wenders is already well known for his immense talent as a film-maker. A lesser known fact is that he is also a great Citroën fan.



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Every point of sale in the Citroën network will soon gain the expertise of a new type of professional. Role: to guarantee customers a top-quality service on high-precision tasks.



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The Michelin plant in Ladoux hosted celebrations for the 10th anniversary of the ICCCR, an event bringing together the oldest and most beautiful Citroëns from around the world.



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Four young people spent two years travelling round the world in a Citroën 25, in search of weird and wonderful collectors. Report.



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Citroën's policy of quality is active at the creation phase through to the production and marketing of all the marque's models. Objective: customer satisfaction.



Due to a problem of file conversion, several typographical errors slipped into the editorial of Double Chevron No.10. We apologize to readers for any inconvenience. Every precaution will be taken to ensure that the problem does not occur again.

Shanghai: the Citroën ZX Fukang heads for stardom

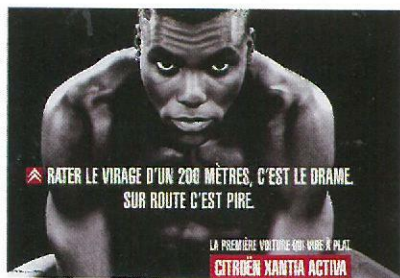
More than 300,000 visitors came to the Shanghai car show (27 June - 2 July), where Citroën was displaying its range on a 400 m² stand. The ZX Fukang, assembled in China, was the star of the show. Since 1992, 17,000 Citroën ZXs have been assembled in the Wuhan plant. Most



are used as taxis. Wuhan alone already has more than 2,500 ZX taxis!

Citroën wins an advertising prize

On 8 June, the magazine *Stratégie* awarded Citroën the Grand Prix Spécial for its advertising during the 1994-1995 period. The prize was given jointly to Jean-Marc Savigné, advertising manager at the Sales



Division France, and to Gilbert Scher and Christophe Lafarge, for the agency Euro-RSCG.

Citroën at Equip'Auto 1995

Between October 13 and 19 next, the Equip'Auto show will be held at the Villepinte exhibition centre outside Paris. Citroën will be present for the event, which is held every two years. The marque has made a date with its network, with professional people



working in car sales and repairs as well as with the trade press and students. The marque will unveil the results of its research in such areas as customer service, parts and accessories, the environment and training. Events will include conferences and debates as well as thrills on the test track, where Jean-Luc Pailler, the 1994 French rallycross champion, will be putting the AX Electric, the Xantia Activa Turbo CT and the Xantia TD 12 VSX through their paces.

Rosalie and the firemen

The Rosalie association recently published its second book. Dedicated to the fire-fighting Citroën 55s, the 64-page document (FF100 including postage) is packed with photographic documents - some never published before - as well as drawings to a scale of 1/43 and 1/50. Set up in 1978, the Rosalie association has 400 members in France and other countries, historians and collectors fascinated by the world of fire-fighting. To find out more, contact: La Rosalie - 31, grande rue Charles de Gaulle - 94130 Nogent-sur-Marne-France.

ETPC: excellent results for 1995

With pass rates of 92% and 80% for the MSMA (maintenance of automated mechanical systems) and EIE (electrical equipment and installations) vocational high school diplomas, Citroën's private



technical school has proved its quality as a teaching establishment. The 50 candidates sitting the CAP and BEP vocational certificates all passed.

Buy 99 cars, get 1 free

Last June, François Guesde, Director of the Belgian subsidiary, handed the keys for the 100th AX to the Croix Jaune et Blanche organization in eastern Flanders. For every 99 cars



sold, Citroën Belux is giving away the 100th free. An original way to keep customers loyal.

Citroën competes in the Olympics

Between 3 and 19 October, Citroën will be participating in the Olympiades des Métiers (trade olympics). A showcase for professional excellence, the event will take place in



Lyons. A full 31 countries and 550 young apprentices from forty areas of activity are expected to attend. Stéphane Dubois, a vocational training apprentice in Car Maintenance and Aftersales at the Citroën dealership in Ploërmel, will represent the marque in the field of automotive technology. Citroën's private technical school has trained the apprentice electricians representing France in the field of strong currents.

Citroën chauffeurs Hollywood stars

Citroën joined the stars for the 21st American Film Festival at Deauville, held between 1 and 10 September 1995. The marque has been an official partner at the event since 1993. The ten XMs and four Evasions provided for the prestigious festival turned in an excellent performance in their



made-to-measure role of "Official Cars" for the biggest names in American cinema.

This year, the marque decided to back young talent by supporting the Michel d'Ornano prize created by the Motion Pictures Association of America (MPAA).

Created three years ago, the prize is awarded to a young French screenwriter. Gilles Malençon, the winner received a FF50,000 cheque from Jack Valenti, chairman of the MPAA, the promise of seeing his scenario used - and a Citroën AX with the MPAA acronym.

Holland: Arnaud Duprey wins European AX GTi Cup

The Zandvoort circuit in western Holland played host to drivers from Denmark, the Netherlands, France, Portugal, Spain and Switzerland on 2 and 3 September last.

More than AX 200 GTi's raced in a series of national heats and a European event.

Arnaud Duprey, sponsored by Jean-Pierre Lemaître, Citroën dealer in Autun, took both the French and European races, moving to the top of the general



ranking of the AX GTi Citroën Total Michelin Facom French Cup.

Inf-Flux shows the way

Last June, a three-day exhibition offered company personnel a chance to discover Inf-Flux, the navigation-aid system developed by PSA Peugeot Citroën, Générale des Eaux and Urba 2000. Designed to offer drivers real-time information on traffic conditions, Inf-Flux is easy to use. When the driver gets into his car, he simply enters his route on a unit integrated in the dashboard. When the route has been set, the driver receives three types of information updated every three minutes: the time required to complete the journey, the state of the traffic between sections of the route, and any disturbances (accidents, traffic jams, demonstrations). By 1998, this system should be part of the original equipment fitted on vehicles produced by the PSA Peugeot Citroën Group.

Citroën swings with the stars at the Francofolies

Between 12 and 17 July, Citroën was an official partner at the Francofolies pop festival in La Rochelle. The marque supplied the organizers with a fleet of ten Evasions and 2 XMs to chauffeur artists and VIPs. The operation was managed in association with Alain Lucas, a Citroën dealer in



La Rochelle. Also, the VIP village offered visitors a chance to try out the AX Electric.

Turning ZXs into pancakes

For the 100th anniversary of the Biennale modern art festival in Venice (11 June-15 October 1995), the French sculptor César has artistically flattened eight black Citroën ZXs. A tribute to



Citroën from a sculptor who possesses several of the marque's models.

A Citroën victory in the Italian, Portuguese and Espana Aragon Bajas

After winning the Italian and Portuguese Bajas, the Pierre Lartigue-Michel Périn team



chalked up a fantastic victory in the Baja Espana Aragon, coming in ahead of Timo Salonen and Fred Gallagher in their respective Citroën ZX Rallye Raids. The gruelling route, which was 70% new this year, took the competitors over winding and rocky terrain. Citroën has participated in six events counting towards the World Cup for Cross-Country Rallies and has walked away with six victories, building up a solid lead.

P4 assistance vehicle

Heavyweight back-up

DAKAR, ATLAS, TUNISIA...
ON CROSS-COUNTRY
RALLIES, THE BACK-UP TEAM
FOR THE CITROËN RALLYE
RAIDS IS ESSENTIAL IN
HELPING THE TALENTED
DRIVERS TO VICTORY.
THE CREW OF THE RAPID
ASSISTANCE VEHICLES
FOLLOWS HOT ON THE
TRAIL OF THE ZXs AND
JUMPS INTO ACTION AT THE
SLIGHTEST PROBLEM.



Citroën Sport sets up a major logistical and technical organisation for long all-terrain rallies such as the Paris-Dakar and the Atlas.

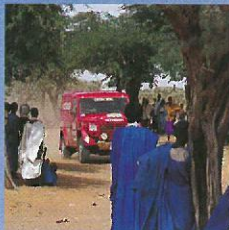
In addition to the heavy lorries, two rapid assistance vehicles follow the Citroën ZX Rallye Raids during the race. Their task is to be ready at any time to step in quickly when a car is halted by a technical incident.

Like Maurice Chomat, Gérard Boin regularly finds himself behind the wheel of one of these vehicles. This former career officer, excellent athlete and seasoned driver has become specialized in this type of mission. The assistance crews drive P4s, Peugeot lorries originally produced for the French Army that have been modified and adapted for rallies. They are assigned by Citroën Sport to an experienced two-man crew composed of a driver and a mechanic.

Spare tyres to radiators

Gérard Boin has been a motorsport enthusiast since he was a child, and is a faithful Citroën supporter. "I started rac-

ing for Citroën in 1977. At that time we drove CXs. I took part in the French dirt-track rally championship, then the World Championships driving a CX. Then, I returned to the French Championship in 1979 at the Mille Pistes rally. I was an official Citroën driver for two years. Then I changed from the CX to the Trophée Visa." His past



experience naturally led him to participate in the toughest of the all-terrain rallies: the Paris-Dakar. And he hasn't left Citroën's rapid assistance vehicles since. With a lightened body, reinforced chassis, and a 24-valve V6 engine developing 226 bhp, Gérard Boin's P4 tirelessly follows the Citroën ZX Rally Raids. "We take along anything we might need to get a car to our bivouac, where the

PORTRAIT

Between cross-country rallies, Gérard Boin and the Citroën technical team work on preparing the P4 lorries. Gérard also participates in trials for the Citroën ZX Rallye raids, when he isn't organizing trials himself, that is. "When we participate in the rallies, we complete a form on how the P4 is performing, and we pass our comments on to Jean-Pierre Vitre at Citroën Sport during the debriefing session. This helps us to improve the P4's performance. Plus, we test the suspension and the powertrains. This lorry may be really heavy, but it's virtually indestructible. The entire body is made of Kevlar and carbon. The P4's load varies depending on the race. So, we do a number of tests so that we can adapt the suspension to the load. These trials can last from a day to a week. I also take technical training courses at Citroën Sport so that I'm up to



date on the modifications and advances made to the ZX." Gérard Boin's life does not centre solely on Citroën. In his spare time, he participates in endurance races such as the 24 Heures de Paris. He also takes care of new drivers who join the federation.



technical team can take care of it. We take everything from spare tyres to radiators to replacement parts. The average weight of our cargo is 500 kg!"

The rapid assistance vehicles have to be registered in the rallies just like the competitors. So, they too have to finish each stage within the time set for them or risk racking up penalty points. This can sometimes be rather difficult.

"I remember one time during the Paris-Dakar, we were crossing a bank of dunes," he explains, "We found ourselves behind all the ZXs, which had got stuck in the sand. We absolutely had to reach them but we didn't have enough petrol because we had to save our extra fuel for our ZXs. So, my partner and I studied our map and decided to steer around the dunes and take the coast. We did manage to get to our cars. You see, sometimes you have to improvise".

And he adds, "We can't make any mistakes, because we always have to be ready to help one of our ZXs".

Acrobatic driving

Over the course of an all-terrain rally, the constant concern of Gérard Boin and his partner is to avoid being left miles behind the Citroën ZXs. "We have to stay within a reasonable distance so that we can help out as quickly as possible. This means that we can never overtake the cars or take too many risks in order to avoid breaking down ourselves. Our maximum speed is around 160 km/h, but, given the weight of our cargo, driving is pretty acrobatic, especially on rough terrain or when crossing ditches. The lorry's suspension is really firm in order to bear the vehicle's weight. So, most of the time, my partner and I are really jolted around. This



is why the navigator is so important. He has to be ready to spot all the dangers otherwise we're certain to have a spill."

These difficulties do not dampen their enthusiasm one bit. You just have to see the mechanic drop his road book and pull out his tool chest to see how dedicated he is. After bouncing over miles of rough or sandy track, the P4 crew finally reaches the bivouac for a well-earned — but short — rest. Gérard Boin and his partner won't get to bed until after they have meticulously checked over every inch of their vehicle and studied the road book for the next stage.



Ready to step in at any time, the P4 teams are right behind the Citroën ZX Rallye Raids, whatever the driving conditions.

Timeless vistas...

RUINED ABBEYS AND CASTLES DOT THE GREEN HILLS AND SILVER LOCHS OF SCOTLAND, ONE OF EUROPE'S RARE AREAS OF TRULY UNSPOILED NATURAL BEAUTY. IN OUR XANTIA, WE HEADED NORTH TO EXPLORE THE HEART OF MIDLOTHIAN... AND BEYOND.

We spent four days with a Citroën Xantia driving through the Southern Uplands on the trail of the Scottish poet Robert Burns and the novelist Sir Walter Scott. A resplendent Xantia 1.8i 16 V, loaned for the occasion by Tom Corney, Managing Director of Citroën Glasgow, was waiting for us in the car park of Glasgow airport, ready to hit the road. After a brief recce of the driver's position (we French have to remember that our British cousins drive on the wrong side of the road!), we adjusted the seats, punched in the four letters of the engine immobilizer, put the car in first gear and headed for the A736 motorway to the south-west coast. Funnily enough, you can get used to driving on the left



in just a few minutes. The power steering and fluent handling of our Xantia LX make the process of adaptation a lot easier. The Xantia is designed to suit different markets so continental drivers are not tempted to reach into the stowage bin on their right in an attempt to find the gear stick (something French drivers often do when they take the wheel in Britain). In short, the driving pleasure grew constantly over the next few days.





The ballad of Robert Burns...

At the centre of the Strathclyde region is Glasgow, a largely industrial city. You have to drive for half-an-hour



to find the countryside. Home of Robert Burns, Strathclyde keeps the memory of this 18th century poet - Scotland's favourite son - very much alive. His ballads, folk songs and poems are tributes to Scottish rural life. Every village and every town keeps a trace of him. Ayr is a perfect illustration. Even the smallest street perpetu-



ates the memory of Robert Burns. As does the museum in the Tam O'Shanter Inn, named after one of Burns' heroes. A few kilometers away is Culzean Castle, which stands in the biggest park in Scotland. An astonishing building, Culzean was built on a cliff and overlooks the island of Saran. Considered as one of the best works of the architect Robert Adam, the castle was built around the old feudal residence between 1775 and 1785. As a result, its style is a clever mix of neoclassicism and romanticism. Beyond Culzean, following the road that runs along the coast, we come to Turnberry, a little town whose prestigious golf courses have an international reputation. Actually, Scotland has more than 400 golf courses. An understandable total for the country that invented the sport in the 15th century. History has it that Mary Stuart was a mean golfer...

Driving along the A77, a beautiful road offering dazzling glimpses of the sea, we come to the ruins of the Cistercian abbey of Glenluce. Standing in its striking natural setting, Glenluce looks almost unreal.



Like many of the abbeys we visit, it is cloaked in legend. In Scotland, the very stone is alive and has a tale to tell.

The land of Galloway

Returning to the A75 road, we drive through a romantic setting of heather and fern as the Xantia takes us into the region of Dumfries and Galloway. We cross the Dee by one of the many little bridges scattered around the region - pebbles having no effect whatsoever on the Xantia - and head for Threave Castle. Surprise, surprise... the road ends at an isolated sheepfold. Where's Threave? A signboard provides the answer. Unfortunately, we have to get out of the Xantia and walk for a mile through green hills where only the sheep's wool adds a touch of white. We arrive at the ruins of what was once a tower. Lost on an island in the River Dee,



the tower built by the dauntingly named Archibald the Grim in the 14th century waits for visitors. To get there, you have to ring a bell on the tiny landing stage to summon the boatman and his barge. Reality or just a mirage... who knows? Back in the Xantia, we take a narrow winding road and find ourselves in a stretch of exceptionally beautiful countryside with valleys, lochs and hills swept by the rain and the wind. Cushioned from the bumpy road by the Xantia's hydractive suspension, we eat up the kilometers with ease. At the end of a path looms the tower of Caerlaverock. A medieval fortress that looks like something out of Sir Walter Scott. Now in ruins, the central part decorated with mythological and heraldic patterns has retained the traces of a Renaissance design. Surrounded by a moat, its machicolated towers cast a majestic reflection in the waters of the Solway Firth. Tearing ourselves away from this striking picture, we head for Drumlanrig castle

through the town of Dumfries, known as the Queen of the South. The A76 road running along the river Nirth at the heart of the Dumfries and Galloway region, takes us through charming rural villages: Holywood, Auldgirth, Closeburn, Tornhill... and then Drumlanrig. The castle, perched high atop a hill, is a magnificent residence. Built by the first Duke of Queensbury between 1679 and 1690, its Renaissance architecture reflects the enlightened spirit of its owner, who played an important role at the court of the Stuarts.

Walter Scott's Tweed

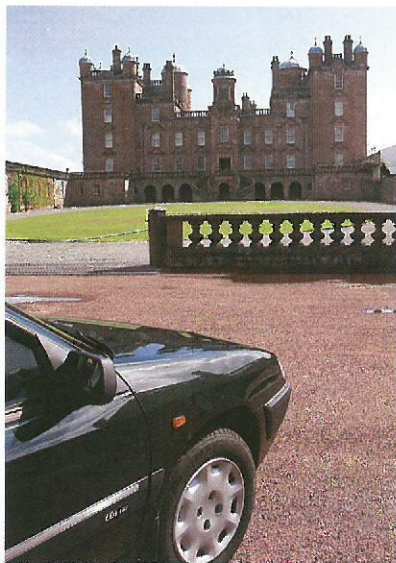
A few kilometers from Drumlanrig, the scenery suddenly changes. We find ourselves in a totally wild setting where the lush vegetation - left to grow untamed - offers a breathtaking sight. We take the Xantia into the high valley of the Tweed with its narrow bumpy roads winding around the hills. Here, sheep wander onto the road and graze next to the brooks. They seem to have the place to themselves...

The magnificent Grey Mare's Tail waterfall plunges into the valley with a violence that shatters the silence. Further north, towards Bownhill, the forests and the misty lochs with their silvery colours take the traveller into the romantic world that inspired Walter Scott. Strolling along Saint Mary's loch brings to mind Scott's novel: *The Lady of the Lake*. Deeply attached to the Tweed region, Walter Scott bought a farm near Melrose in 1812. He turned it into a comfortable home and lived there until his death in 1832 (see box).

To the north of the valley, towards Innerleithen and Walkerburn, the workshops remind us that textiles are part of an age-old activity in this area. The magnificent valley belonged to the Stuart dynasty. Traquair House, an immense white manor of mediaeval appearance was one of the bastions of the Scottish kings in the 12th century and can boast of receiving 27 Scottish and English monarchs. The owner of the house, the count of Traquair, locked the gate of honour after the departure of the last Stuart until such a time as a Stuart should sit on the throne again. The gate has remained closed for two centuries... Taking the little B6360 road, we reach the charming



city of Melrose. With its ruined Cistercian abbey and abandoned railway station, it seems to harbour some ancient secret. Edinburgh, the historic capital of Scotland is not far away. The Xantia's 16-valve engine gets us to this attractive city in less than an hour. Despite the heavy traffic, the Xantia easily winds its way through the many twisting alleys up to



the castle. Perched on a rocky cliff 135 m high, the fortress dominates the city that inspired so many writers and artists, starting with Sir Arthur Conan Doyle. Does the ghost of Sherlock Holmes wander down the High Street or round Saint Giles cathedral? A steady drizzle falls as we leave Edinburgh for Glasgow airport, where we regretfully part company with our Xantia.



WALTER SCOTT AND ABBOTSFORD

"What a lovely car," says Mrs Maxwell-Scott, welcoming us to Abbotsford. Great-great-grand-daughter of Sir Walter Scott, Mrs Maxwell-Scott takes care of her illustrious ancestor's home. "It was a farm originally. Sir Walter had already had some success with his literary works and he invested colossal sums of money to turn the farm into a baronial-style mansion." The most original feature of Abbotsford is its garden, which has a cloister inspired by Melrose Abbey. Here, Walter Scott wrote many poems and historical novels including the famous *Quentin Durward*, *Ivanhoe* and *Rob Roy*. Inside the house, the study and library contain some 9,000 books as well as a number of miscellaneous objects collected by the author. These include a portrait of Rob Roy and a clasp decorated with golden bees that belonged to Napoleon I. In the dining room, Mrs Maxwell-Scott shows us the bow-window and tells us, *"In the last days of his life, Sir Walter had his bed brought up here. He wanted one last look at the Tweed before he died."*

The other Xantia...

POWERFUL AND AGILE,
ELEGANT AND
COMFORTABLE, THE XANTIA
NOW OFFERS A FIFTH
DOOR TO CUSTOMERS
SEEKING VOLUME AND
SPACE. INTRODUCING THE
XANTIA ESTATE.

For years, estate cars were considered nothing more than a minor segment of a car range, aimed at satisfying limited demand for "private utility" vehicles. And modest sales figures reflected this attitude. But times change, and Citroën

was one of the first carmakers to realize the full potential of an estate version in a range with a strong identity. The care taken in designing the ZX and XM estates is proof of how seriously Citroën takes the model.

As the market for estates took off, Citroën decided to create a new model, an ingenious compromise between a load-hauler and a runabout.

Why now?

In the past two years, the estate subsegment of the M2 market (to which the Xantia belongs) has seen strong growth, especially in Germany and the UK. The reason for this growth is that the models have become less utilitarian and more autonomous;



that is, they have been given a strong personality in terms of both style and performance. France has also seen a rise in demand for this type of vehicle. Encouraged by the success of the XM and ZX estates, Citroën decided to launch a class-topping model for the Xantia as well, one that would satisfy the requirements of even the toughest of customers. Right away, Citroën's designers put their creativity to work.



HEULIEZ: A VALUE-ADDED PARTNERSHIP

Commissioned to produce the Xantia estate, Heuliez put everything it had into the project. First, it set up a project organization to ensure close coordination between the development and production sides. Based on simultaneous engineering, the structure helped to shorten development times. Prototype validation and development were conducted under strict conditions: no new step was begun until the previous one had been judged totally satisfactory. Finally, only predetermined quality criteria were used to increase production levels.

To ensure the success of its ambitious project, Heuliez developed a special three-week training course for its newest employees. The programme included an introduction to the company, its working methods and quality procedures, training on every aspect of the car and on the posts the employees were to occupy (assembly, body in white, painting, mounting). Using assembly lines dedicated to the Xantia (other than the paint line, which is shared with the XM), the Xantia estate project employed close to one thousand people in all areas of production: operators, supervisors, logistics staff, process engineers and maintenance operatives. While the current production potential for the Xantia estate is 120 vehicles per day per team, its actual capacity is 200 per day since other vehicles are also being produced.



The right stuff

The specifications for the model were extremely exacting. While the subsegment comprises vehicles with highly individual personalities, Citroën's designers could not stray too far from the Xantia, which has been highly successful in terms of technology, style and sales. Their challenge was to take the best features of the saloon and create a practical, high-performance vehicle combining eye-appeal and innovation. From a manufacturing point of view, innovations had to fit within a reasonable budget, prompting the designers to adopt the mechanical assemblies and the chassis of the saloon.

Every department working on the project was given the same message: while success is vital, it does come with a cost. And so, the estate was a true challenge.

Designers, to the drawing board...

Looks came first. Having performed preliminary style studies, the Creative Design Centre in Vélizy had a good idea of what the Xantia estate could look like. The most important point was to achieve the optimum trade-off between space and style.

The designers succeeded by extending the original bodyline of the Xantia saloon. Dynamic and sinuous, the lines could be easily stretched further without giving the impression that the extra volume had simply been "tacked on" the end.

The car was given new rear doors, a third side window ending with a slender C pillar, a raked tailgate, curved roof, centred indicator lights and wraparound bumpers. The Xantia estate's silhouette complements the design of the saloon. The front end was left unchanged in order to take full advantage of the saloon's proven charm. All in all, the estate discreetly states its versatile nature:



LUC EPRON EXPLAINS

You might call Luc Epron, Marketing, Planning and Programme Director, one of the fathers of the Xantia estate. His pragmatic and innovative approach to the market helped to define the characteristics of the new model.

Double Chevron: In what way can the Xantia estate be considered a model in its own right?

Luc Epron: *To understand the car's true nature, you first have to look at the market. Right now, there is definite demand for models which combine performance, comfort, space, cabin space, and of course, aesthetics. We can safely say that the image of the estate as a strictly utilitarian vehicle is now a thing of the past. This is why the Xantia estate has been given such a strong personality, one worthy of a saloon. Its style, powerplants, equipment and levels of finish are tangible elements that will satisfy all these new expectations.*

D.C.: And how did you manage to combine the utility vehicle and saloon aspects?

L.E.: *The Xantia estate is a truly versatile vehicle. First, its styling smoothly integrates the huge loadspace in the rear. Plus, because the suspension keeps the same height and attitude regardless of cargo weight, the car maintains its excellent roadholding as well as comfort. This emphasis on performance is accentuated by a large selection of powerplants, giving the Xantia estate all the advantages of a saloon. This same ideal is reflected in the interior. For example, the three rear seatbelts, plus the rear seat back lock marker, provide maximum passenger safety. This shows how adaptable the Xantia estate is.*

D.C.: And how does the Xantia estate set itself apart from the Evasion people-carrier?

L.E.: *We asked ourselves that very question a few years ago! Then, two major trends helped us to focus our ideas. First, the image of the estate has changed to the point where the market now expects a "modern" estate, with the same quality as a saloon. Second, the image of the people-carrier has been refined. Its popularity means that customers are familiar with its specifics in terms of volume, fuel consumption and operating cost. Today, when someone buys a people-carrier, he does it because he knows it will meet his specific needs. Whereas the Xantia estate is, more than anything, an alternative to the saloon. It has more space and convenience, but maintains the same comfort and a style that is both classic and elegant. Today, our customers know exactly what they want, so there's no risk of confusion.*

a roomy interior and a voluminous loadspace are housed in clean, flowing lines that hint at high performance.

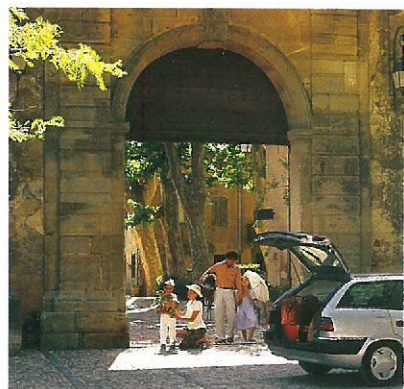
Loads of space

Next came the utilitarian side. The biggest surprise is loadspace, when compared with the apparent size viewed from outside. Hiding its useful space behind sporty lines, the Xantia estate offers substantial volume (1,690 dm³) with room for all kinds of cargo. With its split/fold rear seat (depending on the version), stowage area can be further increased all round. Functional by definition, this space is made even more useful by a number of special accessories such as closed storage bins, located behind the rear wheel wells, and a parcel net. For passenger safety, an optional safety net can be stretched between the loadspace and the passenger cabin. The car's self-adjusting suspension simplifies the loading of heavy articles by lowering the boot sill.



Comfort for everyone

Naturally, the Xantia estate is exceptionally comfortable. It has lots of cabin space, a broad range of equipment and a high quality finish. The space-optimizing design allows plenty of room for passengers in the front as well as in the rear. Here too, the car shows itself to be truly versatile, with an intelligent compromise between passenger room and loadspace. Naturally, the passenger cabin is crammed with creature comforts. One look at the equipment (optional or standard, depending on the model), and you know that travelling will be a pleasure: electrically-adjustable wing mirrors (tinted and heated), height-adjustable leather steering wheel, front and rear reading lights, electric windows (with one-touch control on the driver's



side), a concealable, lighted courtesy mirror for the front passenger, front and rear headrests adjustable for reach and rake, and upholstery in alcantara and velour.

Options include regulated cooling with a pollen filter and full ergonomic adjustment for the front seats.

Finally, to keep the Xantia estate out of harm's way, it is equipped with remote controlled central locking, a coded engine immobilizer, volumetric and



perimetric alarms with deadlocking and a remote locking system.

Start your engines

With ten versions and three levels of finish (X, SX and VSX) as well as five powerplants including a diesel, the Xantia has something for everyone. The first petrol powerplant, the 1.8i available on the X and SX, develops 103bhp at 6,000rpm and generates good torque of 16mkg at 3,000rpm.

The Xantia SX and VSX estates have two other petrol units: the 2.0i with an automatic gearbox, 123bhp and torque of 18.3 mkg at 2,750rpm; and the 2.0i V16 engine with a higher output (135bhp at 5,500rpm for 18.7mkg torque at 4,200rpm). Offered only on the VSX, the 2-litre Turbo CT offers a

A CHAT WITH DAN ABRAMSON

At Citroën's Creative Design Centre, Dan Abramson, exterior styling manager (M2 and H segments, special editions and monograms), and his team had already designed the Xantia. So, we have them to thank for this new creation, the perfect balance between volume and graceful styling.

D.C.: How important was style for the Xantia estate?
D.A.: *I'm convinced that style is one of the most important factors in a customer's decision to buy. Once he is sure of the car's technical characteristics and reliability - that is, the absolute essentials - that's where style comes in. In the case of the Xantia estate, the internal dimensions were essential. And even though I know that people don't shop for a car with a tape measure in hand, we had to offer the best possible trade-off between size and style.*

D.C.: What was the main difficulty?

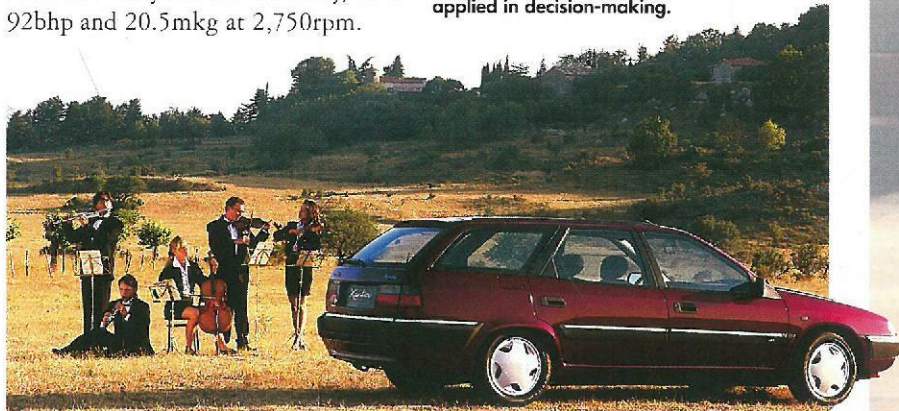
D.A.: *Respecting the dimensions! At the beginning of each project, we're caught between very strict specifications and all kinds of great ideas in terms of style. But even though it's true that we knew what its architecture has to be, we still have to create a satisfactory composition. For the Xantia estate, for example, we were given permission to redesign the rear doors in order to show off the saloon's lines. Without that, we would probably not been able to obtain the car's smooth silhouette which is both natural and forceful.*

D.C.: What do you prefer in this car?

D.A.: *Like a lot of people, I believe that the final result accurately reflects what we were aiming for; that is, a compromise between functionality and comfort, loadspace and sportiness. The car you see today is a perfect reflection of the excitement we felt working on this project. Our global approach to the Xantia estate helped us to overcome our toughest challenge: to create harmony.*

sparkling performance worthy of its power and torque: 150bhp at 5,300rpm and 24.5mkg torque at 2,500rpm. Finally, on all three versions, the 1,905cm³ turbocharged diesel eats up the miles easily and economically, with 92bhp and 20.5mkg at 2,750rpm.

Estates in the M2 segment are bought primarily by young people with families. Customers place the emphasis on such factors as living space and the size of the boot but also styling and looks. This is true in Britain, Italy and Germany. Moreover, roadholding, braking and fuel economy are also included in the criteria applied in decision-making.



Queen of the highway

Style, comfort, trim... the Xantia Estate has all the qualities you would normally expect from a high-calibre vehicle. It also offers exceptional roadholding. Double Chevron went for a brief but enjoyable spin with the "queen of the highway".

The door closes with a quiet but solid clunk, the sign of a perfect finish. The first impression is one of a large inviting interior, an invitation to take to the road. I insert the key, type in the engine immobilizer code and start the engine. The Turbo Diesel engine purrs with latent power. I put the car into first gear and the vehicle surges forward. The 1.9-litre turbocharged engine can be counted on to show its mettle regardless of the load. I put the car into second, then slide smoothly into third without hesitation. Even manoeuvring through city traffic, I soon forget that I'm at the wheel of a big car.

Poetry in motion and controlled power

I hit the open road. My Xantia Estate and I take the long, easy bends and hairpin curves with equal ease. The 1.9-litre engine unleashes its power

smoothly and progressively. Responding to a touch of the steering wheel, the Xantia moves smoothly to the inside of the bend, shrugging off its bulk and weight. The hydractive suspension and self-steering rear axle are clearly a big step in the right direction.

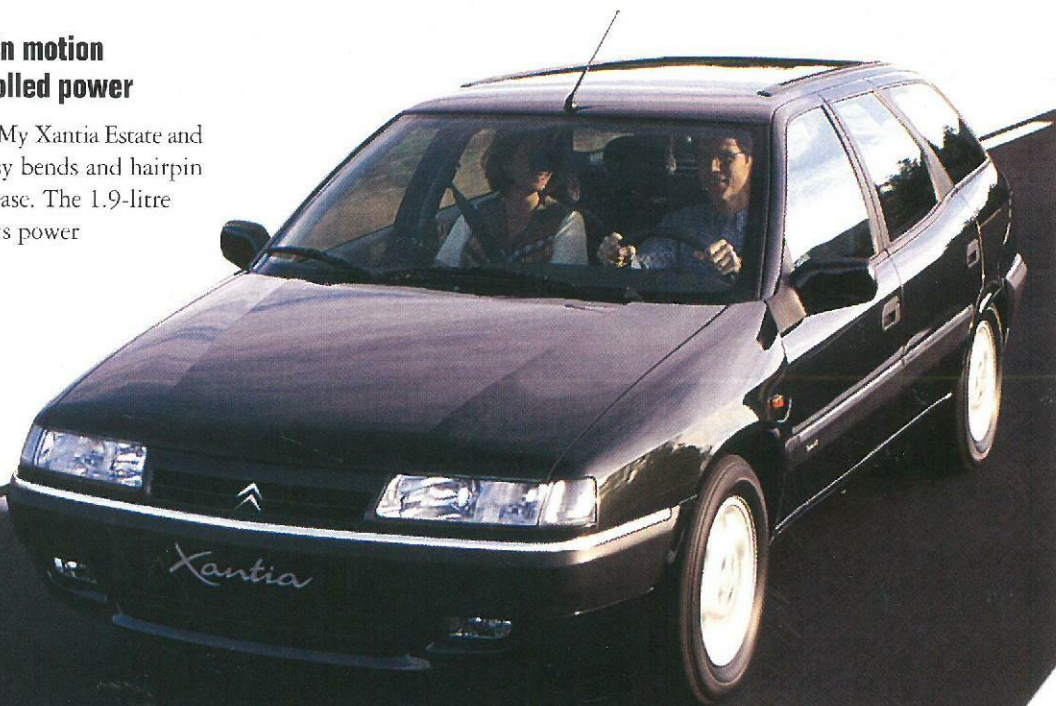
The driver's position reflects extensive research into ergonomics. It is perfect for getting the most out of the high-performance gearbox. I am lapped in comfort. The low noise level, the constant attitude of the car and the absence of roll make for safe, relaxed driving. And should an emergency arise, the

power and manoeuvrability of the ABS brakes are more than reassuring.

With its astounding acceleration, the Turbo Diesel draws fully upon the dynamic qualities offered by the Xantia Estate. For more adventurous drivers who want an even gutsier drive, the 2-litre Turbo CT petrol version is just the thing. Its 150 bhp place the big clumsy estates of yesteryear firmly in the past. The trend now is towards performance and stability.

Powerful and steady, safe and comfortable, the Xantia Estate offers constant performance regardless of load weight or volume. It has shattered conventional design moulds once and for all. As agile as a saloon and sharper than an estate, this car is sure to turn heads.

Jean-Marc Manusardi



UNVEILED AT THE ROAD TRANSPORT MOTOR SHOW, THE CITROËN JUMPY EMBODIES A NEW CONCEPT IN UTILITY VEHICLES. COMPACT AND FUNCTIONAL WITH A MULTITUDE OF TALENTS, THE JUMPY WILL ARRIVE IN FRENCH SHOWROOMS IN OCTOBER



resemblance to a passenger car, from both the inside and the outside. The experts at the PSA Peugeot Citroën styling centre at Carrières-sous-Poissy sought to satisfy the new demands of customers using this type of vehicle. The result is the Jumpy.

At first glance, the Citroën Jumpy expresses beauty, robustness and global quality. The vehicle's practical features, associated with the comfort and looks of a passenger car, offer users maximum satisfaction.

The multiple talents and easy handling of the Jumpy make it the multi-purpose vehicle par excellence for professional or private use in the town or in the countryside.

Jumpy bounces in...

A utility vehicle with striking new looks, the Citroën Jumpy breaks with conventional design practices for commercial vehicles. The Jumpy seeks to satisfy the requirements of customers looking to combine the comfort of a passenger car with the accessibility, volume and payload of a utility vehicle.

Born of an industrial partnership between Fiat Auto, Automobiles Peugeot and Automobiles Citroën, the Jumpy has reaped the benefits of optimized development costs and gained access to tried and trusted systems. It will be produced by the new Sevelnord plant

in Valenciennes. With a payload of 815 kg and a volume of 4 m³, Jumpy falls into the light utility vehicle segment (K1). This new addition to Citroën's range of utility vehicles falls between the C15 and the Jumper.

Combining the practical with the stylish

The passenger compartment and equipment of the Citroën Jumpy bear a close



The Jumpy range comprises four families: a panel van, a window van to transport goods, a combi passenger vehicle seating between five and nine people according to the model and a flatbed truck for specific applications after conversion. All versions of the Jumpy are available with three power plants - 1.6i petrol, 1.9 diesel, 1.9 turbo diesel - and two levels of trim: Standard or Comfort. The 19 Citroën Jumpy models add a new facet to the marque's range of utility vehicles and offer customers an intelligent alternative to the van. With 14 C15s, 19 Jumpsies and 75 Jumpers, Citroën has Europe's largest range of utility vehicles.

New meets old: Citroën's striking new utility vehicles, the Jumpy, poses in front of a load-carrier of yesteryear



Model Year 1996: focusing on global safety, driving pleasure and total comfort

For model year 1996, Citroën is stepping up its efforts in the areas of safety, driving pleasure and comfort. By the end of this year, the 1996 Evasion, Xantia and XM will be made even safer with new passenger-side airbags. The passenger airbag completes an already impressive array of safety features including a driver's airbag, seatbelt pretensioners and grabbers, and side-impact beams.

On the Xantia, the anti-roll system has been added to two more engines (135 bhp and 150 bhp), significantly improving roadholding and dynamic safety. All versions have also been given an inertia device which automatically cuts off the electric supply to the fuel pump (petrol and diesel) in a collision, and an anti-leak valve which is triggered if the fuel return line breaks.

The marque has also focused on improving driving pleasure by renovating its range of powerplants on the Xantia. The model is now available with the choice of four engines: two multivalve 1.8i 16V and 2.0i 16V engines, and two turbocharged units including one diesel (turbo CT and 2.1 turbo D). The concept of total driver and passenger comfort ranges from cabin soundproofing and ergonomics to protection against theft. More models, including diesels, have been fitted with deadlocks and coded engine immobilizers.



Electric excitement

The three-door AX Electric will reach the market this autumn in two-seat and four-seat versions. The model will be sold at dealerships that



have received special approval for electric vehicle sales. The marque aims to sell 300 AX Electrics in 1995, and between 1,500 and 2,000 next year.

Half a million already!

The Rennes production plant will soon be manufacturing the 500,000th Citroën Xantia; half a



million already! Launched in 1993, the Xantia was an immediate hit with customers. Lauded by both the public and the press, it has garnered a host of awards across Europe. The Rennes

plant currently produces 930 Xantias every day. Since 1994, diesel Xantias have outsold petrol-engined versions: the figures are 57% and 43% respectively.

UK: Citroëns voted most economical

On 16 June, the UK's *Fleet Car Magazine* published a study which put the ZX, Xantia and XM in first place for low running costs in each of their categories. In ranking the cars, journalists took into account a number of criteria: fuel consumption, maintenance and the price tag for diesels.

Citroën attends the Road Transport Show

From 15 to 21 September, Citroën was present at the Mondial Du Transport (road transport show) with a complete modern range



of utility vehicles. The star of the show was the brand-new Jumpy (see article page 17). With 107 models, the light utility vehicle range is based on three families: the Citroën C 15, the Jumpy and the Jumper. The range covers all the major segments of the utility market (E, K1, K2 and K3) with payloads of between 475 kg and 1,800 kg, and loadspace varying from 2.7 m³ to 12 m³. Also, seven company fleet models — the Citroën AX, ZX and Xantia Estate — fill out the utility vehicle range. The marque now offers one of the broadest ranges of utility vehicles in Europe today.

Two trim levels for the C 15

To meet rapidly changing customer expectations, Citroën presents a new C 15 range organized around two levels of finish: First and Club. The upgraded equipment fit offers many new advantages to customers. The vans come with a choice of two powerplants: a 1,124cm³ petrol engine developing 44.1 kW (60 bhp) at 6,200 rpm and a 1,769cm³ diesel engine developing 43.5 kW (60 bhp) at 4,600 rpm. The First version gives the 475 kg petrol van additional equipment:



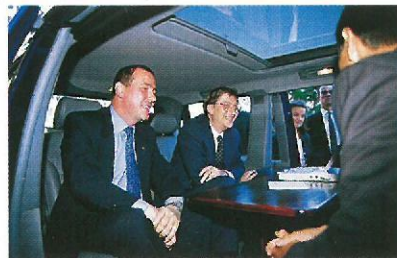
side-impact protection, stowage bins, driver's armrest, a radio installation kit, rear overhead light, cigar lighter, rear floor side trim and a roof liner. The Club finish on the C 15 diesel gives the 600 kg model everything it needs to attract customers in search of greater comfort. Power steering and deadlocking come as standard. Inside, new Tep upholstery covers the seats and headrests. The gearshift has a new, stylish shape and the dashboard on the passenger side is trimmed with a film covering with the same pattern as the seat covers. Clearly, in terms of style and presentation, the Club model will be a pleasure to drive.

The Citroën Evasion Microsoft

Joining in the festivities surrounding the launch of Windows 95, Citroën has teamed up with Microsoft to develop and experiment



with the concept of mobile offices. The goal is to provide Citroën customers with all the aftermarket components needed to install Windows 95 and Microsoft Network in their Evasions. In order to test the on-board computer systems and on-line services, two prototype Citroën Evasions were designed in co-operation with Siemens and Computer Case. The Evasions are identified on the outside by the "Microsoft" and "Windows 95" monograms and a side-strip related to the Windows 95 launch. Inside, a combination table and desk, which seats four, can be used for meetings. The on-board computing hardware comprises a Siemens S3+ cellphone with a hands-free kit and a Siemens Nixdorf PC with Windows 95. The telecommunications are managed by Siemens and Computer Case with the assistance of France Telecom. Now, just like Microsoft's chairman Bill Gates, you too can work while on the move, taking advantage of two spectacular features of the new Windows 95 operating system: access to Microsoft Network and on-line services.



The stunning Citroën ZX Image on the market

On sale since late August, the Citroën ZX Image is an excellent product for customers concerned with safety and economy as well as image.

Available in three-door, five-door and estate versions, the personalized ZX offers a choice of three powerplants comprising of a 1,360cm³ petrol unit developing 55 kW (75 bhp) at 5,800 rpm, a 1,905cm³ diesel or turbo diesel, developing 51 kW (71 bhp) at 4600 rpm and 67.5 kW (92 bhp) respectively.

Stylish and elegant with a choice of bodywork colours — superlustre green or red, and metallic blue and grey finish — the Citroën Image offers body-coloured bumpers with chrome stripping and built-in fog lamps.

The range-topping look of the



new ZX is enhanced by body-coloured door handles, hatch handle, wing mirror shells and roof strips. The interior colour scheme shows off the bodywork, with Monaco green velour matching the Vega green and Birman blue, and Monaco red velour blending in with the Griotte red and Quartz grey. The complete standard electric pack completes the discreet, refined style of this latest addition to the ZX range. And to complete the vehicle's already-excellent safety and comfort features, the ZX Image is equipped with automatic fuel cut-off in case of a collision and an anti-leak valve on the fuel return line.

THE PIONEERS

IN 1989, AN ERA CAME TO AN END IN EASTERN EUROPE. THAT WAS JUST SIX SHORT YEARS AGO BUT IT ALREADY SEEMS LIKE ANOTHER AGE.

TURNING THEIR BACKS ON THE PAST, THE POLES ARE RESOLUTELY BUILDING THE FOUNDATIONS OF A MODERN ECONOMY. CITROËN WANTED TO BE PART OF THIS MOVEMENT SO THE INTERNATIONAL DIVISION SET UP A SUBSIDIARY IN DECEMBER 1993: CITROËN POLSKA. DOUBLE CHEVRON WENT TO POLAND TO MEET THE PIONEERS.



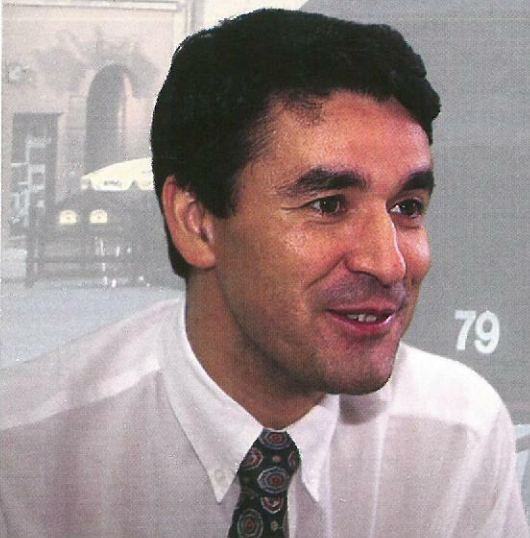
Alain Martinez, director of Citroën Polska, drives us from the airport to the subsidiary in an Evasion. "Before 1989," he explains, "cars displayed in the showroom had a chain round them like exhibits in a museum". That era is over - as we saw during our three-day stay. Now customers are authorized - and even encouraged - to walk up to the car, get inside it, take it for a drive. And buy it! This anecdote, surprising as it may seem to a westerner, symbolizes the sweeping changes that have taken place - and continue to take place - in Poland. It also reflects the impressive task accomplished by the subsidiary's team in just over a year as part of efforts to build, train and inform. The main challenges facing the marque in 1994 were to establish a corporate presence, to develop and modernize the network, and to sell Citroëns to a population with low purchasing power (an AX represents about 40 months' average wages) but a huge appetite! Seven million vehicles, most of which are around ten years old on average, are driving around an area two-thirds the size of France. The market is dominated by local carmakers and Fiat. Comparing the number of cars on the road with the size of Poland's popula-

The brand new premises of the Plock dealership and a Citroën ZX supplied for test drives

tion (40 million), the need for cars is obvious. Currently estimated at 270,000 cars a year, the size of the Polish market is expected to double in five years. The marque is currently subject to import quotas (35,000 vehicles annually) beyond which customs duties of 30% per vehicle are applicable; but all barriers will be removed in 2001. "We have to be ready for that day," stresses Alain Martinez.

The foundations

"The start-up phase is vital," he adds, "because the way you lay the foundations determines how the structure develops and how it stands the test of time". The first objective was to form a team - a hard core of staff - on the basis of stringent recruitment procedures. "We thought it was better to make sure we sent credible staff to our dealers even if it meant having fewer human resources and selling fewer cars to start off with." Citroën Polska has a staff of 25 with just three expatriates. They include five regional assistants and one corporate sales manager, all of whom are bilingual. The average age is between 22 and 31. A pioneering spirit is a must. "I wanted them to set the trend, not follow it," explains Jean-Christophe Munoz, sales manager. "We're not here to defend what we've got," he adds, "because we haven't got any-



Alain Martinez, Director of Citroën Polska.



S' TALE



From left to right (at top)

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3 km from the Gdansk showroom, Mr Kolarz's workshop before... and after!

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The Gdynia branch specialized in utility vehicles. Jacek Liebert's new showroom in the centre of Gdansk.

thing. So we have to show more ambition than the others. That's the message I try to convey". Out in the field, the dealers are now used to having the regional assistants visit them and even ask to see them more frequently - an excellent sign for the marque. "Citroën used to be represented by four importers with different sales policies and there was a great deal of enthusiasm when it announced that it was setting up a subsidiary. A lot of applications came in from would-be partners. But the candidates had to be solvent and willing to work hand-in-hand with a subsidiary, i.e. to adapt their own culture to that of the marque." Three months after the subsidiary opened, the first dealer was appointed in Poznan. Today, the network has 21 dealers (and 20 representatives), two-thirds of whom are exclusive. The average contract is for between 100 and 120 new vehicles per year (380 for the biggest). "In three years time," says Alain Martinez, "we should have 40 dealers, all single-marque". Already the sales outlets are changing. They are adopting the red-and-white livery of Poland (and Citroën), investing in new premises and showrooms, some are even purchasing computer systems. Poland is new to the workings of a market economy, so the dealers have to learn about customer relations. Hence the importance of training, provided either by the regional assistants or as

part of courses organized at Citroën's International Sales Training Centre in France or in Warsaw. Everything - from customer files to credit schemes - has to be developed from scratch. "Customer files don't exist because in the minds of Poles, they have negative connotations. We had to show them how the system worked in order to win them over," explains Jean-Christophe Munoz. "Our network is still fairly mixed. Some dealers are businessmen while others are representatives or former garage owners. We have to adapt to them and introduce systems that can be used by everybody so that we all move forward together." Credit is another non-existent concept in Poland. A fact that may seem inconceivable to the western mind. Citroën Polska is currently negotiating with a leasing company and a bank so that its deal-

ers can set up contracts and offer credit to their customers. The results are already visible. In just one year, Citroën Polska has taken 3% of the import market and 1% of the total market. These figures should rise sharply in 1995-1996 with the development of the network, a forceful communications policy and the impact of the C15 now assembled in Poland.

Strategy: the long-term outlook

Different marques have different strategies. Renault arrived four years ago with an aggressive sales policy. Fiat, the only foreign marque to have produced cars in Poland for some years (126, Cinquecento), has a strong image. The marques assem-

MARCIN URBANIAK, REGIONAL ASSISTANT

Born with a love of cars, 29-year old Marcin Urbaniak is part of the subsidiary's team of pioneers. He also belongs to the first-division national basketball team, so he knows all about teamwork and competition.

"Helping to set up the subsidiary made me feel that I was helping to build my country," he explains in perfect French. "The beginnings are important because they are the foundations (...)."

Mr Urbaniak joined the company as regional assistant in 1994 and now covers the north of Poland, an area encompassing Gdansk, Bydgoszcz, Szczecin and Olsztyn, in other words a target of 1,000 cars.

He is responsible for finding new sales outlets, monitoring the existing ones, training salespeople, checking that the initiatives defined by Citroën Polska are relayed to sales outlets, anticipating dealers' reactions, carrying information back to the subsidiary and monitoring the competition. On average, he drives between 1,500 and 1,800 km every week.

"I love my job because it is a daily challenge. When I'm with the dealers, I have to make decisions and react fast (...). When I'm not sure of something, I talk to my co-workers and to the management. We know that an answer can always be found. We have built up a real team spirit."

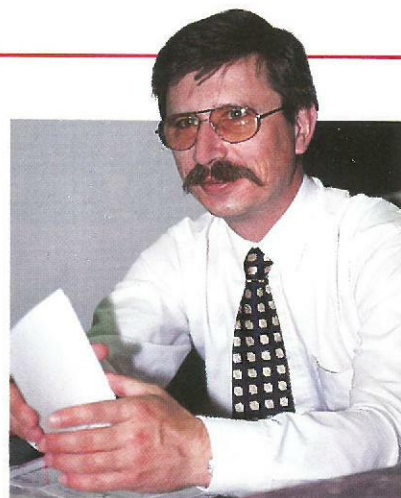


RENDEZ-VOUS IN GDANSK

Jacek Liebert meets us in a brand new 120 m² showroom inaugurated in March 1995. A Citroën importer since 1983, this 40-year old businessman is chairman of Classic, a holding company whose activities encompass several exclusive dealerships, imports of Citroën spare parts and nationwide representation of the Souriau brand of diagnostic equipment for garages. Mr Liebert's main objective is to convey the stability of his company: *"Polish customers are suspicious by nature. They need to be reassured. We have to make them understand that the company won't disappear in a few months, as was often the case in the past, and that they can safely order a car and put down a deposit! (...)"*. Jacek Liebert has won the confidence of his customers by placing the emphasis on after-sales services - modern equipment, skilled mechanics, replacement vehicles, long opening hours (6:00 a.m. - 10:00 p.m.) - and on customer contact. *"I want to bring a personal touch to my relations with customers."* Loyal customers receive a VIP card, which entitles them to a range of benefits: immediate service, 2% off the price of a car if they bring in a new customer, a trade-in scheme for vehicles less than two years old and a 5% discount in all garages. Three representatives work out of the Gdansk showroom to manage sales of passenger cars and utility vehicles, spare parts and workshop repairs. Renovation work is either complete or in progress on all installations. The major investments made by Jacek Liebert reflect his trust in the marque. He is stepping up promotional events - one per month - and advertising more widely. *"People around here are strongly influenced by German marques, and the main problem lies in changing their way of thinking. I try to make them understand that French cars are just as good."* He has already achieved results. The annual target for the Gdansk showroom was 300 new vehicles and at the end of May, two months after the showroom opened, Jacek Liebert had already sold 100 cars, of which 47% were AXs. Now he plans to organize the structure of his sales outlets. *"It's difficult to find good salespeople. We have to develop a sales culture."* With three representatives and three modernized garages, the transplant is proving to be successful. In Gdynia, two partners manage Citroën's first showroom and test centre for utility vehicles in Poland. The renovated facade, the vehicles displayed inside and outside the showroom and the efforts of the two salespeople have produced stunning results: seven cars in two weeks instead of one every two weeks. Back in Gdansk three kilometers from the showroom, Stanislas Kolarz runs a garage standing in acres of greenery. Vital signposts were recently put up to direct customers to the building that serves as workshop and delivery centre for vehicles and spare parts. Extended, repainted, fitted out with modern diagnostic equipment and a waiting room with TV and garden, the new building hides the remains of the old garage and the collectors' DSs belonging to the owner. Mr Kolarz is a long-time Citroën fan. *"Once you get into a Citroën, you're hooked,"* he says with a smile. He has been in since 1968. Last, near the airport, the third agency is a family business that put up the Citroën sign four years ago before the subsidiary opened. Its strategic location near a future shopping centre should give it a new lease of life and boost sales in the near future. Things are moving in Gdansk!

bling vehicles inside the country include Peugeot (105), Mercedes (heavy goods vehicles), Opel (Astra). The latest major marque to open a sales subsidiary in Poland, Citroën has opted for a strategy with a strong industrial focus. NYSA - a subsidiary of the local carmaker FSO and buyer of Citroën's diesel engines since 1991 - began assembling the C15 in

April 1995 with an objective of 1,000 units the first year. The impact of the C15 - distributed by the networks of NYSA and Citroën Polska - will be positive for the whole range. *"We are the only marque producing light commercial vehicles,"* points out Jean-Christophe Munoz. *"Poland is in a phase of strong development and the number of small businesses is increas-*



ing. The industrial focus is a guarantee of stability that is reassuring for the Poles." To develop its renown, Citroën is investing in major communications campaigns. The marque has already run two successful poster campaigns emphasizing the advantages of driving Citroëns on Polish roads. The humour of these campaigns brought the marque first prize for the



PLOCK: TIMES ARE CHANGING

"We know that times have changed in Poland. We want to adopt a modern way of thinking." The speaker is the vice-chairman of a holding company comprising several garages now being restructured to reflect the image of the marque. Today, we are in a

dealership in Plock, the second richest town in Poland. Rebuilt in the marque's image on the site of a garage that sold utility vehicles for thirty years, the dealership still smells of fresh plaster. The ground floor houses the showroom (397 m²), spare parts centre and sales representative's office, while the first floor comprises the restaurant, bar, waiting room, administrative offices, three workshops, paint shop, car park and storage area: 8,000 m² in all. Total investment: 5 million zlotys (FF1,250,000). So why Citroën? *"I'm an engineer and I'd been interested in Citroën techniques for a long time. Also, I wanted to sell foreign cars. Last year, Citroën established a solid base on the Polish market. I knew that Citroën was the marque I wanted to work with."* Inaugurated on 8 April 1995 with the backing of a full-scale advertising campaign, the dealership must attain an objective of 60 units a year, a target that should be reached - and passed - rapidly. *"We intend to sell about 100 vehicles in the coming year, and then between 150 and 200 a year for the Plock region."* The garage is open until 10:00 p.m. every day (3:00 p.m. on Saturdays, 4:00 p.m. on Sundays). *"Customers never leave without information,"* declares Mr Pendzinski, director of the sales outlet. The company also has projects for the future. The training currently provided by Citroën Polska and the regional assistant is due to be taken over by the holding company. *"We already have a training organization in Torun (location of the company's future head office) where we have another Citroën showroom. In the long term, this organization will make us more proactive."* The objective for the future is to develop the synergies between the different sales outlets in terms of training, information (files, spare parts), communication (a marketing agency belonging to the group already exists in Torun), and organization. *"We want to set up an organization in which the mechanic and the salespeople receive a share of the profits."* In terms of financing, the group is already working with a bank in order to obtain advantageous credit deals for customers. *"We plan to work with two other banks as well."* Times are certainly changing...

best all-category advertising slogan. Moreover, well publicized promotional events are launched every two months. This approach is linked to the fact that the automotive year is organized around quotas. On 1 January, all the imported marques are lined up at the starting blocks and they run as fast as they can to get the biggest slice of the cake.

Poland is in the throes of sweeping change.

A fast and irreversible change in attitudes and behaviour is under way. The challenge, for Citroën Polska, is to set up as quickly as possible the structures that it needs to operate as a modern business. The pioneers' efforts are already bearing fruit.



BACK HOME... REPORTAGE...

Daniel Brunel is head of the Central and Eastern European Division. His assistant, Jean-Claude Mangin, is responsible for the area encompassing Poland, Hungary, the Czech Republic and Slovakia.

Double Chevron: Citroën arrived in Poland on the heels of several well-established competitors. But the energy and determination of the team is amazing!

Daniel Brunel: *Our strategy in Poland didn't just involve setting up a sales subsidiary. Our approach comprised a strong industrial focus that required detailed preparation. We used the extra time to ensure that the transition to a market economy was well under way. Only then did we move in and start producing the first C15s in April 1995.*

Jean-Claude Mangin: *The energy and determination of our team proves that we did not try to export French culture to Poland. The people at the subsidiary are Polish and so associate their ambitions for the subsidiary with those that they hold for their country. This is true in Accounting, in Marketing, in Logistics and in Sales. Our staff want to be part of this pioneering experience and help Poland to develop.*

D.C.: How do you see the future?

D.B.: *1995 is a turning point. In a few months, Citroën Polska will reach maturity. In the medium term, we want to win a market share comparable with that of western European countries. That could mean 10,000 cars in a few years.*

J-C.M.: *The AX, ZX, C15 and Xantia are perfectly adapted to the Polish market. So...*

In quest of ... the c

A NEWCOMER IN 1977, WIM WENDERS RAPIDLY MADE A NAME FOR HIMSELF. HE WON THE GOLDEN PALM AWARD AT THE CANNES FILM FESTIVAL FOR "PARIS, TEXAS" AND A DIRECTOR'S PRIZE FOR "WINGS OF DESIRE". HIS LATEST WORK, TO BE RELEASED IN FRANCE WITH THE TITLE "BEYOND THE CLOUDS", IS A FILM CO-PRODUCED WITH MICHELANGELO ANTONIONI. MADE UP OF A SERIES OF SKETCHES IN WHICH LOVE PLAYS THE STARRING ROLE, THE FILM WILL UNDOUBTEDLY MAKE A STRONG IMPRESSION WITH CINEMA GOERS THIS AUTUMN. DOUBLE CHEVRON INTERVIEWED THE FILM-MAKER WITH A PENCHANT FOR CITROËNS.

The interview took place in the dining room of the charming Sainte-Beuve Hotel in the 6th arrondissement of Paris. Wim Wenders was editing his film "Beyond the Clouds", a film produced in association with one of the grand masters of the Italian cinema, Michelangelo Antonioni. Wim Wenders adores Citroën cars and the marque was delighted to provide a V6 24-valve XM and an Evasion for the

film. The XM, the "car of the celebrities", can be seen on-screen next to such stars as Marcello Mastroianni, Fanny Ardant and Sophie Marceau.

Double Chevron: Was it difficult working with Michelangelo Antonioni on the film "Beyond the Clouds"?

Wim Wenders: *I simply stood guarantee so that Michelangelo could make his film. Despite his serious illness, he was very much the main director.*

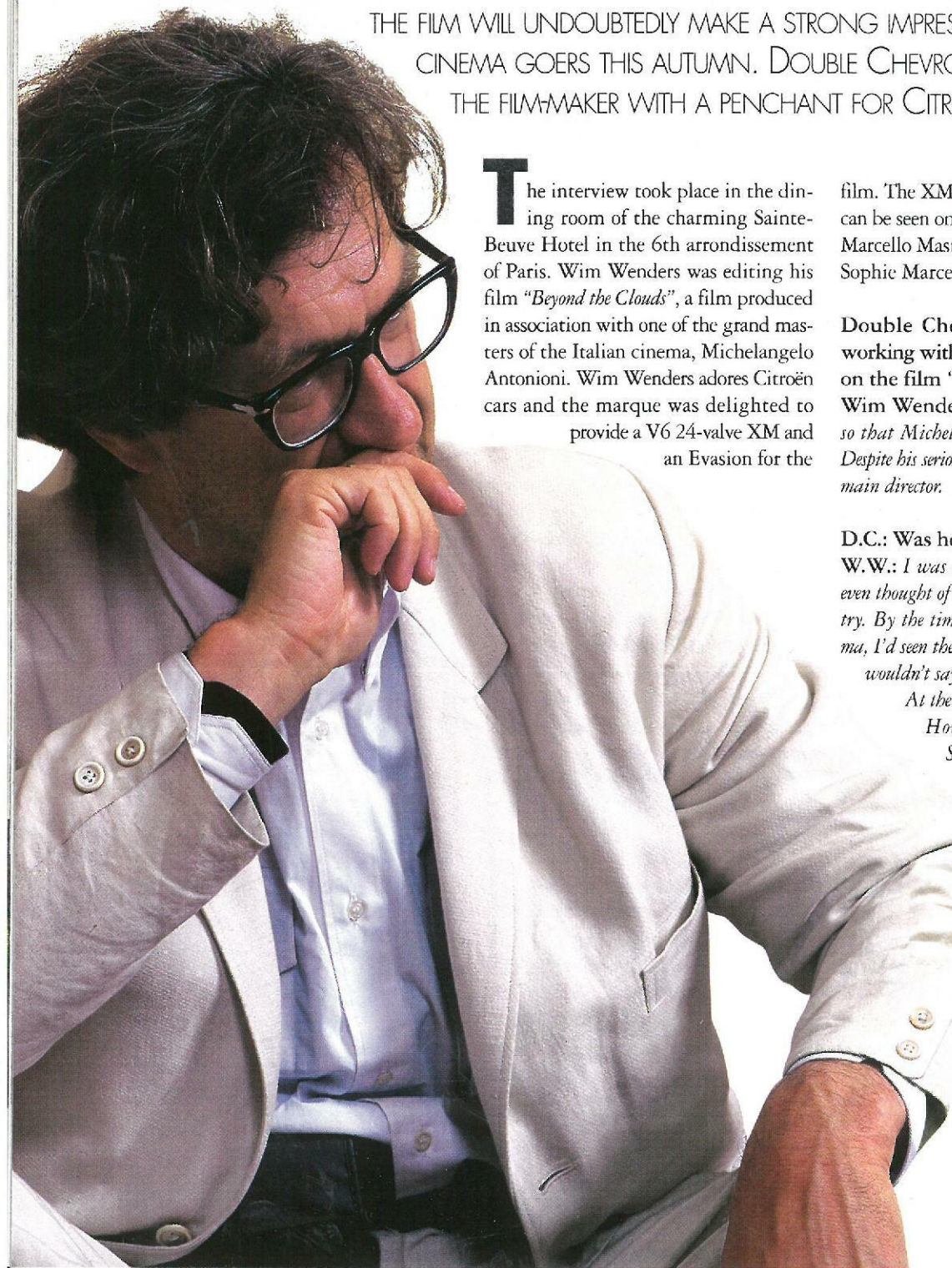
D.C.: Was he one of your idols?

W.W.: *I was watching his films before I'd even thought of working in the cinema industry. By the time I started studying the cinema, I'd seen them all a thousand times. But I wouldn't say that Antonioni was my idol.*

At the time, my idols were American: Howard Hawks, John Ford, Samuel Fuller, and Nicholas Ray with whom I made a film. Later on, I discovered European cinema.

D.C.: What did the USA mean to you?

W.W.: *When I first got involved with the cinema, America was the promised land: the home of cinema and a country of open*



e cinema

spaces and untrammelled minds. For somebody like me born in post-war Germany, the USA was a dream world. The same was true for many kids of my generation. Americans were very much a part of my youth.

American culture was a source of incredible pleasure: music, literature, comic strips, cinema. That was what life was meant to be. I had to live in the States for 8 years to discover that the other side of the American dream was a nightmare.

D.C.: You worked with Francis Ford Coppola on the film "Hammet". What did you get out of that partnership?

W.W.: *Francis was my producer. That was the first time I made a film for an American studio and the first time I had a producer. Up to then, I had produced all my own films and I have continued to do so since then. That was the only time I worked as a director employed by the studio. My film was the first to be made by the studio so it was a test run. There was a lot of pressure on Francis and me and on our partnership. We were both film-makers but we were in two different roles: him as producer and me as director. We found it very difficult because the two worlds kept running together. It was complicated... To my mind, it's a miracle that the association lasted till the end, even though it did take four years to make the film. We wrote 40 different versions of the screenplay! When I see the film now, it's a bit strange because there's not a lot of me in it.*

D.C.: Your characters are often looking for something. You emphasize the lack of communication between human beings. What made you pick those two themes?

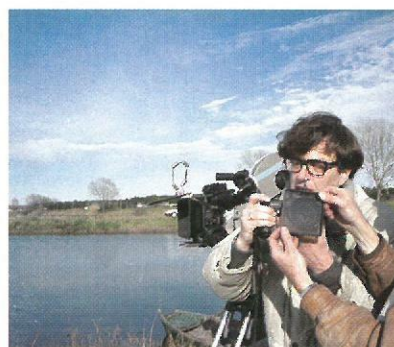
W.W.: *I don't think that that's the case any more. Apparently people saw those traits in my first films - "Alice in the Cities" and "The American Friend" - but since "Paris, Texas" and "Wings of Desire", the emphasis has been more on warmth, hope and communication. They're qualities I never used to see in the world and you can only talk about what you know.*

D.C.: Is this never-ending search linked to your own background?

W.W.: *Yes it is. It's a quest and a film is always a quest. The aim of a film is to find out something you don't know when you start. A film is not a car that has to be endlessly tested. A film is an adventure, an entity that has to have its own life. In the United States, they like to be fully informed about the film before it's made. That's not really logical because if vetting a product beforehand served any useful purpose then all their films would be runaway successes. But only 10% of their films earn money while the remaining 90% are failures to a greater or lesser extent. But they love the idea of being able to foresee the success of a film.*

D.C.: Do you think that the cinema is the best way to increase people's awareness?

W.W.: *Looking at the situation as this century draws to an end, I think that it's the only way. Literature can accomplish incredible feats but nothing of this complexity, this spontaneity and this wealth of fantasy and reality. I think that the cinema is superior to any other art form. And it is increasing its lead. At the beginning of the 20th century, pictures were not important. At the end of the 20th centu-*



ry, they are a vital and dominant part of our lives. In 1900, we didn't know that the most important legacy of the 19th century would be a small camera. The cinema was a fair-ground attraction. We thought that the most important discovery would turn out to be the plane or the car but certainly not the cinema.

D.C.: Do you think that they're incompatible?

W.W.: *They seem to go together well enough now.*

D.C.: We're celebrating one hundred years of cinema this year. Do you think that the cinema will live for another one hundred?

W.W.: *Not as we know it today. I don't think*



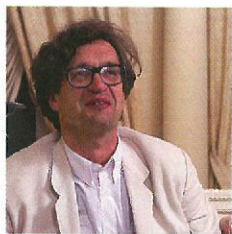
that there is any place for our mechanical technology in the digital arena now taking shape. It's a complete anachronism even today.

D.C.: Are words important in the cinema?

W.W.: Increasingly so. Pictures have become omnipresent, all-powerful and are closely linked to lies, propaganda and other such things. Originally, pictures were used to illustrate. Today, they are used to sell.

D.C.: What name would you give to your own form of cinema?

W.W.: I'd say that my films are looking for an answer to the fundamental questions of life. A solution to the question we ask ourselves every morning: How can we survive?



D.C.: Do you consider your film "Paris, Texas" to be a turning point?

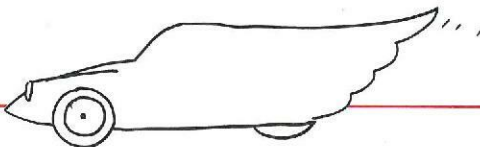
W.W.: Yes, for me the film was a major turning point. It gave me the means to close the American chapter of my life and come back to Europe. And it opened the door to other stories. The main character in the film, Travis Henderson, wins the battle with himself. He disappears but the film goes on with the woman and the child and their story becomes the main story. Travis disappears and nobody knows what becomes of him.

D.C.: "Wings of Desire" also marks an important period.

W.W.: When I made the film, I didn't know that the Berlin Wall was going to come down. I never thought that I would live to see it! The film was about Berlin and it marked my return to Germany after a long absence. I was a bit like a child composing a poem. Nobody had seen the film when we arrived at the Cannes Festival. I was petrified of people's reactions because it was such an intimate film.

D.C.: What film would you like to shoot?

W.W.: I've shot all the films that I wanted to produce. There aren't any that I haven't done. I've accomplished all my projects.



DEPHIS LA DÉESSE...
DES VOITURES
BUT OUT DONNE
DES AILES
AUX DÉESSES...

W.W.
28.4.95

D.C.: Which of your films do you prefer?

W.W.: For a long time, it was "Alice in the Cities" but now it's "Wings of Desire". Naturally, you always remain attached to what you do. When I made "Faraway, So Close", I thought that it was my favourite film. It's not the degree of success that determines the relationship but rather the period of your life and the time you spend with a film.

D.C.: What criticism would you make of the cinema today?

W.W.: We live in a consumer age and the cinema has changed a lot as has life in general. Art films have more or less had their time. Today, people are far more interested in entertainment. The cinema has changed as much as theatres and music. I always feel that it's a bit sad to consider a film as something to enjoy one day and forget the next. But I think that the phenomenon is growing.

D.C.: Transport is important in your films. Is it a catalyst?

W.W.: I hope so. When I make a film, I try to express the period in which it was made. To grasp the mood of the times before it becomes clear to everybody else. Cinema is the perfect art for that.



D.C.: Is there such a thing as the ideal car?

W.W.: The ideal car existed at a specific time in my life. The ID 19. I've owned a number of them myself. My father was a doctor. He didn't earn a great deal of money because he worked in a hospital. We used to have small second-hand cars. Then one day, when I was 15, my father came home with a new car: the ID 19. We were the first family in town to have one. I viewed it as the ideal car. I've owned many DSs and IDs. My uncle was a Citroën dealer in the German town of Kessel. And he sold me my first car for 1,000 marks: a 2CV. I had two others after that and then a Traction Avant with which I made my first film: "Alabama". I spent a lot of money over a period of two years to preserve and maintain it. Then I bought an ID, two



DSs, an SM, a BX, a CX... I've owned almost all the Citroëns at one time or another except the Ami 6 which I missed! Looking at today's models, I feel that the powerplant of the XM V6 is a perfect match for the car.

D.C.: How would you describe Citroën's image?

W.W.: Citroën's image is closely tied to my childhood. It has a romantic aura because my father and I were very proud of our ID.

D.C.: What do you expect from a car?

W.W.: I always expect it to do more than simply get me from A to B. It has to have character. With modern cars, you can drive from one place to another easily and since I travel a lot, I know what's available in the United States, in Japan and so on. I like cars that make you feel safe. I think that cars have got less personality today. I'm always looking for a car with that extra something, a car that I would love because it corresponds to something in me. I haven't really had that since the DS. If that car was to be made again with the interior and technology of today, I'd be the first to buy it. But with the Citroën XM V6, I've found a car with power and personality once more.

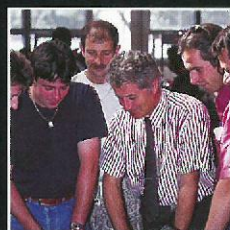
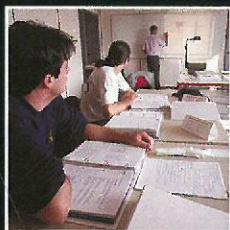
Expert Technician

High-tech specialists

CREATED IN 1993, THE POST OF EXPERT TECHNICIAN WILL BE APPLIED THROUGHOUT THE ENTIRE FRENCH AND EUROPEAN SALES NETWORK BY 1998. EXPERT TECHNICIANS ARE SELECTED FROM AMONG CITROËN'S BEST MECHANICS. THEIR TASK IS TO GUARANTEE THE QUALITY OF SERVICE AND TO PROVIDE INFORMATION AND TRAINING FOR THEIR CO-WORKERS.

The mission of Citroën's sales outlets is to provide service of impeccable quality. Every year, over 200,000 hours of training are provided to after-sales personnel at the International Trade Training Centre (CIFIC). Even though the marque's personnel is well trained, the variety of models and the rapid pace of technological change led to the crea-

tion of a new educational project in 1993. The aim was to create a new position in the after-sales service sector: the expert technician. Subsidiaries and dealership groupings across Europe immediately rallied around the project. Once it received approval from the European commission in Brussels as part of the European Union FORCE programme¹, five countries (Belgium, France, Italy, Spain and the United Kingdom) took part in setting up this ambitious training programme, which was focused on sales outlets in six cities strategically located throughout France: Auxerre, Evreux, Nantes, Nîmes, Perpignan and Rambouillet.



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¹ Action programme for the development of continuing vocational training in the European Union



Bernard Crochet

The hallmark of quality

"Our first step was to audit those competitors selling cars of basically the same technological level as ours. We realized that each of their sales outlets had a professional who was up to speed on all the latest technologies, but who was not necessarily able to put that knowledge into practice," explains Guy Chassepoux, After-Sales Service Manager at the European Sales Division. Reporting to the after-sales service manager, Citroën's expert technicians have to be able to apply their technical knowledge to practical situations. The aim is for expert technicians to understand the latest technological advances, analyze incidents in a methodical and logical way, use electronic diagnostic tools, advise and assist their co-workers, and, most of all, guarantee the quality of the technical services provided.

"This is why we have mainly selected mechanics who have technical vocational diplomas." Pooling their experience, the participants defined the profile of the expert technician.

That done, they began a rigorous selection programme for participants in the programme. Each of the pilot countries and sales outlets nominated its best mechanic as a candidate for expert technician training.

A tailor-made training programme

Experience was a key factor in designing the training programme. Two working groups, composed of French and European shop managers, teacher-training experts from the subsidiaries and representatives of the Citroën Institute, met to determine the course content. *"Basically, we started from scratch. We took*

a very pragmatic view to defining the contents. We looked at what we were already doing and applied the best bits to the new programme," explains Bernard Crochet, Automotive Technical Training Director at the Citroën Institute. There were a number of extremely constructive debates during the course of the meetings, explains Jean-Pierre Lottin, After-Sales Manager at the Van de Maele dealership in Rambouillet near Paris: "It was very interesting. We compared our experiences in the areas of quality and service. We took into account what was happening in the shop, but also what technical advances we were likely to see in the future. The technical training programme our working groups defined comprises 41 modules".

Each six-week session relies heavily on practical training with the second week of the course dedicated to communication. "In order to create the best possible learning environment, only six technicians are trained per session. And in the practical application courses, they work in teams of two on real problems and on actual vehicles. Our goal is for all the trainees to be able to quickly apply everything we have taught them," says Bernard Crochet. Each candidate will receive 192 hours of training in all. Once they have completed their initial course, the expert technicians will take refresher courses each year to help them maintain and expand their knowledge.

A positive experience for all concerned

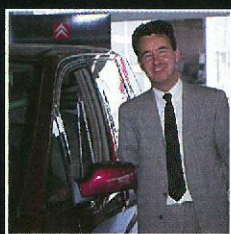
The training experience has been particularly positive for the six French pilot sales outlets. François Raguin, Citroën dealer in Nîmes and president of the Citroën dealership grouping in France, says that good results are already being seen. "We were interested in the project right from the start. The mission of the expert technician covers two aspects which are closely linked in today's market: technology and sales. In addition to being very well informed, our customers are competent and increasingly demanding. If we are to satisfy their needs and offer top-quality service, we must have a professional who can take charge of these technical and sales aspects. Of course, we have excellent mechanics, but technology is advanc-

ing every day, especially in the fields of electronics and hydraulics. And we have to be able to deal with specific, one-off problems. This is where the expert technician will step in to find solutions quickly and explain them to the customer in simple terms. But his job doesn't stop there: he also works closely with his co-workers, who consult him on advanced techniques."

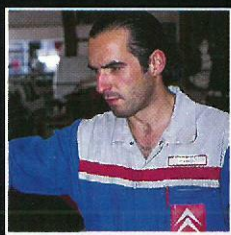
Jean-Paul Ivars, a mechanic at the Nîmes dealership since 1989, was chosen to



Jean-Pierre Lottin



François Raguin



Jean-Paul Ivars

participate in the training programme. He has a vocational training certificate in mechanics and had all the necessary qualities for the job. Just 27 years old, he is particularly proud to be one of the first to complete the programme. "During the course, I realized that I was going to have to act as an example to my mates. As a regular mechanic, I couldn't make mistakes. That's doubly true now! I have to guarantee the quality of the services we provide our customers."

Thierry Truphandier, mechanic at the



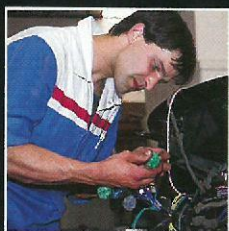
AN AMBITIOUS PROGRAMME

Bernard Crochet is in charge of automotive technical training. He was highly enthusiastic about setting up the training programme for expert technicians.

"We will train 120 technicians this year. The first thirty completed their session on 30 June, another thirty in July and the remaining sixty will finish between October and December. The programme will run over a period of three years with 360 technicians receiving training. The larger dealerships, some agents and the Citroën International division (for importers) will have to plan on having a second expert technician.

We also intend to hold specific courses that complement the regular sessions held when new products are marketed and when new model-years come out. Our trainees will go back to the classroom to be taught by the same teacher who handled their initial course. In order to follow up on the results of the programme, we have asked the regional divisions to give us feedback so that we can adapt our training to our dealers' needs."

Van de Maele dealership, is in complete agreement. He too has been promoted to the rank of expert technician. He feels that the programme is beneficial since it has helped him to understand certain tools. "We worked on the Elit new-



Thierry Trupbandier

generation diagnostic tool. That was really helpful. Even though Citroëns are really reliable mechanically, they are becoming more and more sophisticated as the use of electronic and hydraulic systems becomes increasing-

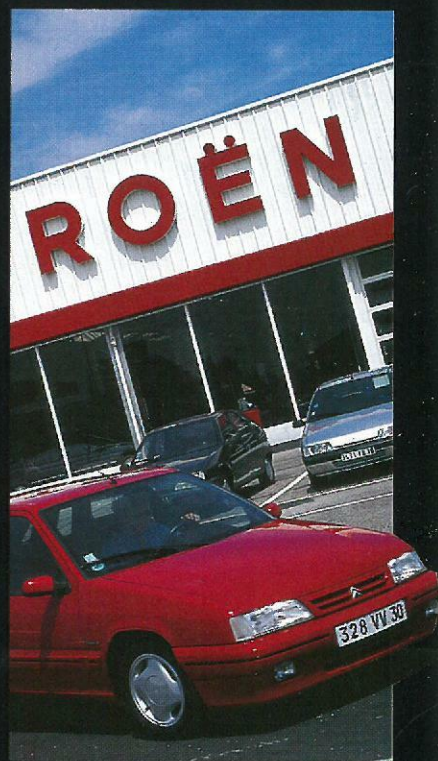
ly widespread. And when something goes wrong, we have to be able to figure out why fast if we want to keep our customers happy!"

At these pilot sales outlets, the new position was made possible by the complete involvement of the after-sales managers. They make sure that the expert technicians actually do inform and train their co-workers. "Thierry plays a key role on our team. He and I work very closely together. I come up with suggestions, and he tries to apply them to highly technical problems," explains Jean-Pierre Lottin.

Soon, the marque's customers across Europe will be able to recognize these "high-tech" technicians by a special logo on their uniforms - a sign of automotive expertise and commitment to customer care.

And in the meantime, training goes on at the Citroën Institute...

Meet one of Citroën's expert technicians, who combine leading-edge automotive skills with a commitment to customer care.



AIMING FOR QUALITY

The pilot dealerships in Rambouillet and Nîmes are finding out just how useful it is to have an expert technician in their after-sales departments.

Founded in 1971, the Van de Maele dealership is located in a highly competitive area of Rambouillet. "We compete with Renault, Peugeot and foreign marques. We set ourselves apart by the products we sell and by the quality of our service. That's why we were keen on joining the expert technician project right away. One of our mechanics had the qualities required for the position. He has always been interested in following new technologies. Our after-sales manager also got seriously involved by helping to set up the programme. We hope that our expert technician will be a valuable addition to our after-sales team both for his technical knowledge and for customer relations," explains Philippe Van de Maele (left photo).

That same wish is expressed at the Nîmes dealership, which is managed by François Raguin and Patrice Lecomte. With 1,800 new cars sold every year, the dealership is also one of the first to count an expert technician among its mechanics. The technician works under service manager Raymond Picaud and plays a key role in the after-sales department comprising some 30 professionals. "We are very particular about the quality of our service," emphasizes Patrice Lecomte (right photo), "and our expert technician will give us an edge in this area. We want him to serve as an example of quality by acting rapidly on specific problems. We work on close to 50 vehicles a day. For most we do just basic maintenance, but even maintenance can get complicated when it involves high technology. The expert technician is responsible for these cars.

Plus, during monthly quality meetings, he assists the after-sales manager, passing on technical information and answering questions from his co-workers. Also, the fact that he was selected from among his co-workers is stimulating for the other mechanics, and we've started seeing the benefits of that, too".



Planet Citroën

IMAGINE A VAST PLAIN AT THE FOOT OF MOUNTAINS IN AUVERGNE. AN EXPANSE OF GREEN VELVET ON WHICH A NECKLACE WITH FOUR THOUSAND JEWELS IS LAID OUT, IN CELEBRATION OF THE FORTIETH ANNIVERSARY OF THE "DS" HELD FROM 18 TO 20 AUGUST. THE EVENT IS THE 10th ICCCR, THE INTERNATIONAL CITROËN CAR CLUB RALLY.

Tractions, SMs, 2CVs, B14s, the Type A from 1919, all the Citroën models are here for this big family reunion, gleaming like gems in the sunshine, pistons and valves purring under their bonnets. It was a wonderful opportunity to meet up with old friends. "Hey, the body shop you rec-

ommended is terrific. Take a look at my '15'. Just like new!" "Guten Tag, wie geht's?" "Salut. Ça fait plaisir de te revoir. Qui'est-ce qu'il fait beau!" The team that took part in the "Round-the-World Traction Tour" run into Ronald Kenhuis, a DS fan who put them up in New York, and three inseparable Australians who showed them the sights "down under". The team from the "Round-the-World Collectors' Tour" also recall some good times in Australia in a char with an old cowboy they met in Queensland.

Traction-taxis

A historical venue was needed for an event like this, and the test track (normally classified a secret national defence facility) at the Michelin plant at Ladoux, near Clermont-Ferrand, fit the bill perfectly. The tyre manufacturer was pleased to open its doors to others who have shared its love story with Citroën.

The cars were lined up side by side on the asphalt, transforming a several-kilometre-long test track into a fascinating promenade. Not wanting to miss a thing, many of the true devotees went around not once or twice but several times, looking for a rare model, an unusual 2CV, with a "pit

stop" at the refreshment stand at the end of each lap. Some preferred taking in the show with the gentle hum of an engine in their cars and cruised around the track in their Traction or C6, giving visitors a lift. Still others climbed aboard a double-decker bus provided by Michelin to survey all the cars on display.



With so many marvellous things to discover, from the museum to the car market and the "2CV show", no one was worried about clocking faster lap times. The museum tent contained some real beauties: the "goutte d'eau" (water drop) beetle from 1953, the C60 prototype modelled on the DS and the Ami 6, the GS Camargue designed by the Italian Bertone, and the Zabrus, a coupé based on the Citroën BX 4X4 TC. In the midst of these prototypes, paintings by Judith Jappert stood on easels waiting to catch

Rosalie, a world champion who set a distance record that has stood for 62 years.

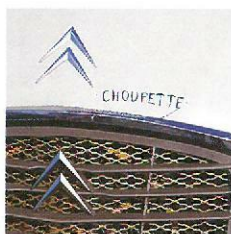




the eye of collectors. The prices of this artist's work have climbed in recent years, and her paintings of 2CVs now sell for between 3,000 and 20,000 francs.

Artists of a different sort were gathered in another tent a few metres farther along, where talk was of injection pumps, semi-automatic carburetors for a "23", and pre-war tyre pumps. Here at the auto parts

market car buffs could find whatever they needed to finish their work of art, from a radiator cap at FF50 to a radiator grille for an ID at FF800. There were even Citroën ties selling at FF150 for them to wear when showing off their 'masterpiece'. "Sales are good," one of the parts dealers at the Dépanoto stand told us. "We had to restock at the end of the first day." Outside,



some higher-priced merchandise was for sale. For example, there was a convertible with a FF350,000 price tag, while another convertible, a rare, jet black, pre-war Traction in beautiful condition, was selling for under FF250,000. "Prices are going down. People have less money in their wallets."

Mad about motoring

Maybe there is less money in their wallets, but collectors are still ready to open them when it comes to the Traction, a car on which more than 100 patents were filed. A restorer from Lezoux got more than 12 offers for his 1953 Traction, priced at FF155,000, whose selling points included an appearance in a television film. However, this "starlette" was far from the only car at Ladoux with a glamorous background. Connoisseurs and car show regulars would have spotted the Traction 15/6 that belonged to René Coty, a special model 58 with hydropneumatic suspension designed to give the president of the Fourth Republic,

who suffered from varicose veins, an extra soft ride. Further along, the ample fenders and slender midsection of a world champion catch our eye. It's Rosalie, a race car that broke the world distance record in 1933 on the track at Montlhéry by traveling a continuous 300,000 kilometres at an average speed of 90 km/h. A four-man team shared the driving on the way to this record, which still stands today in case there are any challengers. Some well-known figures from the car world attended the rally, among them Leonardo Bertone, the son of the famous car designer who created the Traction and the DS, who told us that his father had taken inspiration from the lines of the shark in designing the DS. Olivier de Serres, a writer and historian of the

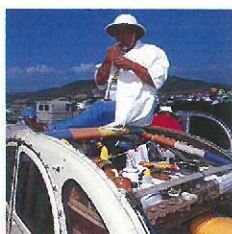
The 2 CV as seen through the eyes of Judith Jappert. The artist had a dozen paintings on display at the ICCCR.



ORGANIZATION

Jean-François Ruchaud, president of the ICCCR and the stage manager of this magnificent Citroën show with help from Marcel Allard, Technical Relations and Clubs Manager at Citroën's Corporate Communications Department, worked with 17 people for more than two years to put the rally together. A meeting was held every three weeks to make sure the performance would be flawless. *"Electrical installations, toilet facilities, setting up the big tents... the total budget was three million francs. More than one hundred volunteer workers gave us a hand with the event, and Citroën put six Evasions, three Xantias, two Jumpers, and one C15 at our disposal and lent us 24 cars for the permanent exhibition. We had 2,300 people signed up before the rally started, but more than 4,000 eventually came."*

marque, and Mr. Wolgensinger, the author of a book on the fascinating life of the company's founder, André Citroën, were also present. Another celebrity on hand was Gérard d'Aboville, who rowed solo across the Atlantic. Now a European deputy, this Citroën fan regularly makes the trip back and forth between his Brussels office and his home in Paris at the wheel of his Traction 11. The list of people with an extravagant passion for cars is long. Mr. Fougeray, for-



merly an assembly line worker at the Citroën plant at 44, quai Michélet, owns 22 vehicles today, including six C6s and 12 Citroëns. Mr. Besson, a landscape gardener, rebuilt a yellow 1929 C4 cruiser that had rested peacefully at the bottom of a lake for years. Jean Meyer of Bordeaux, an engineer and brilliant handyman, transformed his 2CV into a hotel-restaurant, complete with a gas burner tucked in behind two mattresses, a retractable clothesline, tanks on the fenders for drinking and wash water, and a host of other conveniences. *"This isn't a car,"* he says, *"it's a work of art."*

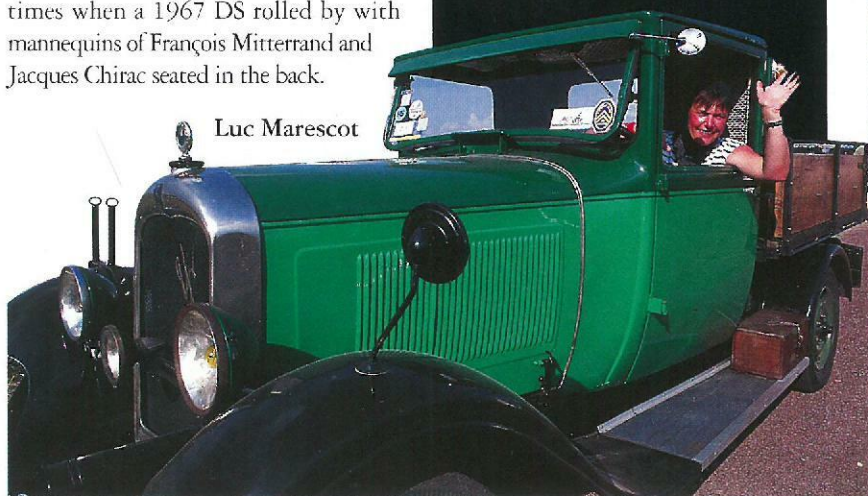
A black Traction goes by. Painted on its sides are the letters FFL, a symbol of World War II and the French resistance movement. Olivier Lapeyronnie bought the car two years ago for 15,000 francs. It wasn't running at the time, but Olivier made some minor repairs and now takes it up

to 110 km/h. He often drives it in military parades, noting that *"veterans are always happy to see one again"*.

A DS seven metres long

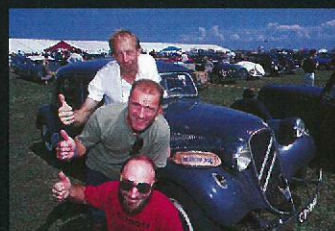
Every turn around the track brings new discoveries. In addition to the 500 2CVs and 36 SMs there are thousands of Tractions and DSs; so many, indeed, that when we spy a giant, orange DS seven metres long and two metres wide, we wonder if it's a vision or a sign of sun stroke. But no, it is a DS, though one with a turbocharger that is specially designed to test lorry tyres. The tyre is mounted inside, touching the ground, so that a technician can observe how it reacts to the punishing treatment it receives as this infernal machine roars along at speeds over 240 km/h. The pace was more stately when a choice collection of cars, their chrome trim sparkling, paraded slowly past the grandstands in a display of elegance. Drivers and passengers were dressed from the period of their car, taking us on a trip to the past, though there was a nod to more recent times when a 1967 DS rolled by with mannequins of François Mitterrand and Jacques Chirac seated in the back.

Luc Marescot



Hauled from a lake bottom, this C4 is running again

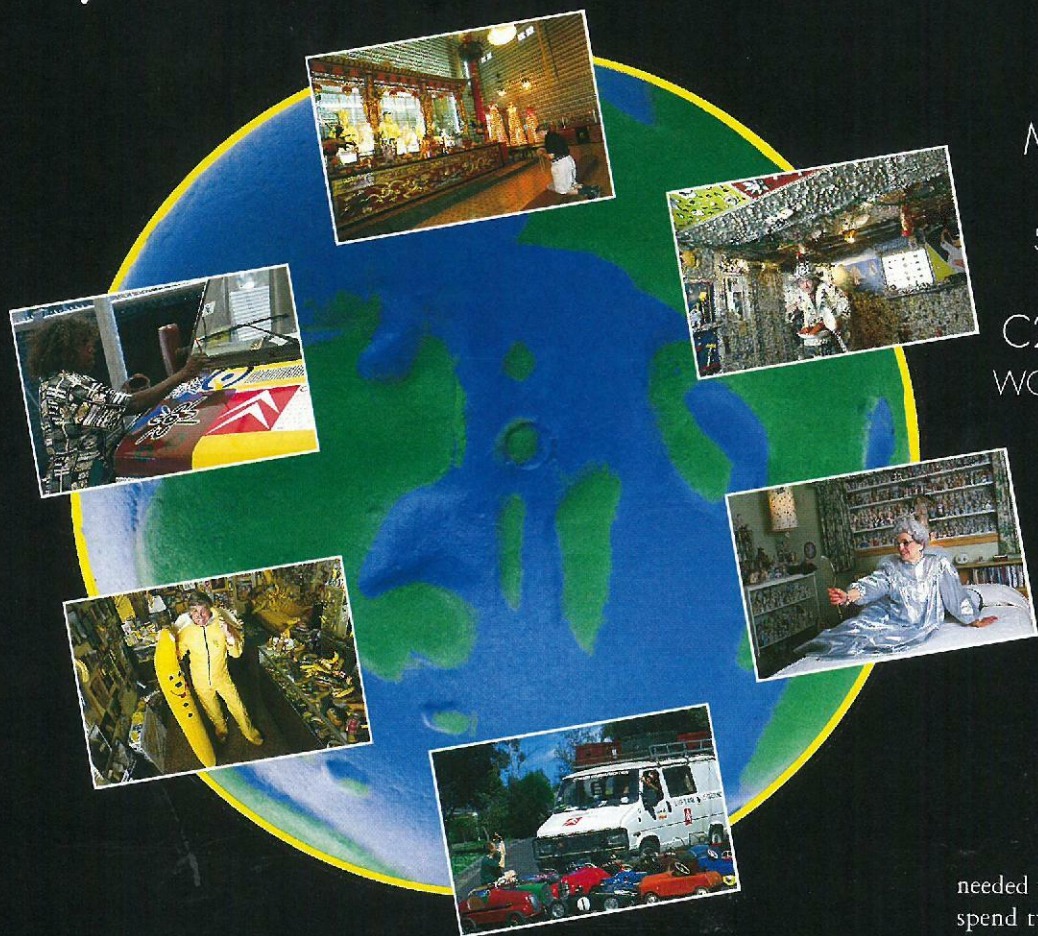
FROM THE FOUR CORNERS OF THE WORLD



A Méhari came from Bahrain, an archipelago in the Persian Gulf. Devotion to the Citroën marque brought sixty-four Australians half way around the world. Ronald Kenhuis, a Dutchman who now lives in the United States, flew across the Atlantic to join his cousin in Amsterdam and the two then drove down to Clermont-Ferrand two days early to make sure they were on time for the start of the rally. Other Citroën enthusiasts came from countries such as China, Japan, South Africa, Sweden, Finland, and Germany. Thirty-six per cent of the participants were foreign, with a majority from Holland, where Citroën's founder was born. André Citroën was descended from a family of diamond merchants from Jakarta who had settled in Amsterdam.

A round-the-world

ALINE, CHRISTOPHE, MATTHIEU AND THIERRY SPENT TWO YEARS SCOURING THE PLANET WITH THEIR CITROËN C25 IN SEARCH OF THE WORLD'S MOST UNUSUAL COLLECTORS. DOUBLE CHEVRON RECOUNTS THEIR TRAVELS.



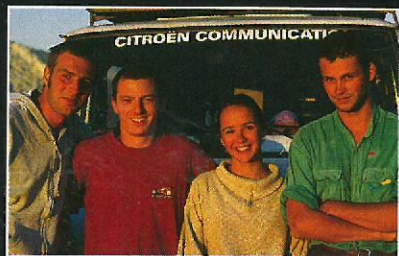
It all began with a small ad tucked into a local paper, with a postal address in Austria: "Lift cage wanted for private collection". So started a weird and wonderful adventure: a round-the-world trip in search of the planet's strangest collectors. That was in November 1991. The project started with Aline Hurault and Matthieu Gallou. Graduates from a business school in Orléans, they were strangely unwilling to devote their lives to photocopiers and the commerce thereof. It took them two years to set up the project. Two years slaving over a hot phone to find sponsors. Two years swinging from hope to despondency and back again. And then it happened... Jean-Claude Baudot, collector of Father

Christmases and one-armed bandits, partner in a round-the-world tour in a 2CV with the advertiser Jacques Séguéla in 1958, agreed to sponsor them. Citroën was persuaded to supply a C25. François Siegel, owner of VSD magazine, decided to publish the collectors' tales and the photographic agency Gama agreed to distribute them. All they

needed was a photographer willing to spend two years on the road. Thierry Vallier joined the team one month before the departure. And Christophe Busché, the journalist-cameraman, met the team three weeks before they left. One woman, three men. Or rather, one hard core and two free electrons for a four-hand show.

From penguins to mouse traps

Alfred thinks he's a penguin. He dresses like a penguin, eats like a penguin, and owns thousands of penguin figurines. Alfred is the first weird and wonderful collector discovered by our team at the start of our tour in June 1993. He marks the first stage of a two-year journey that takes us from London to Sydney through Abidjan and Hong Kong. Alfred is small and distinctly Belgian. His swaying gait



collector's tour

- the result of a hip operation - made him an (un)natural collector of all things penguin-shaped. Alfred sweeps away our remaining doubts.

After leaving the Belgian arctic circle, we spend three months travelling the length and breadth of Europe - from Russia to Italy. During this first stage of our 85,000 km tour, we soon begin to feel at home with each other as our house on four wheels eats up the miles. We meet many other potential "penguins" on our travels. In Vilnius, the collection owned by Edmundas Monstavicus is renowned. This retired engineer lives in the middle of the Lithuanian forest in a house straight out of Grimm's fairy tales. Edmundas found a trunk in the forest one day and - when he removed its bark - he saw five demon's faces. Since then, he has found more than one hundred grima-
cing gargoyles. "I'm not superstitious," he insists, despite the two-meter high cross planted firmly in the middle of his garden. After meeting Reinhardt (Germany) a man with 1,400 mouse traps ranging from a swatter to an impaling device, and Ulrich (also in Germany), a man whose 20,000 teeth give him the

wherewithal to reconstruct 781 sets of dentures, the travellers head for the Americas. Here, collectors are far more difficult to find than their European counterparts.

To catch a spy

The team sets up temporary headquarters in a New York garage lent by a passing legionnaire. In near-zero tempera-



tures, amidst stacks of tyres and the delicate aroma of engine oil, we pore over some one hundred association directories and specialized reviews and make hundreds of phone calls.

Joyce, a retired teacher living in a remote village in Michigan, has created her own heaven on earth. Garbed in silver robe,

wings, and halo, she flits around a flat shared with 11,000 angels. Seraphs and cherubs fill the air - literally. On windows, walls, electric switches, salt cellars, forks... even on the car registration plates. George, her husband, suffers in silence. As do all collectors' spouses. He is delighted to have non-angelic guests along for the New Year celebrations.

That winter, the temperature falls low enough to break all records. In Kentucky, the schools are shut and so are the highways. In Indiana, we shiver in freezing motels and down truckloads of hamburgers in an attempt to keep warm. The road down South is long. Keith Melton is lying low in Louisiana. Entrenched in his castle, built some distance away from the nearby industrial town, he stands guard over a collection that would make James Bond turn green with envy. Since the Berlin wall came down, he has collected an arsenal of devices (2,000 weapons and rare gadgets) used by secret services around the world. The killer cigarette, the lipstick case-cum-pistol or a walnut with a secret message inside, as found at the home of an Eastern European spy working in Germany. Keith Melton's



network of informers is several thousand strong and he often travels with false papers. Completely paranoid, he sees secret agents everywhere. He greets visitors armed with a laser gun as long as man's forearm: "You are under constant surveillance by camera systems and microphones. I've got a black belt in karate and I'm a crack shot. What do you want to know?" Worrying...

From Ali Baba to the 12,801 Buddhas

After the winter, we head gratefully for the record-breaking heat of Mexico and Central America. Forty degrees in the shade in El Salvador and Honduras. Far too hot to think about collecting anything. And South Americans view this western craze with a distant eye. Apart from the big capitalists who are more interested in collecting the country's cultural heritage. Not our area of business. So we concentrate on other sensations. Like tickling the feet of the Inca gods while perched on the roof of the C25, 4,500 meters up in the Andes cordillera. After crossing the Equator and Peru, we send our Citroën on its third sea crossing. While it sails towards Australia, we experience China, Thailand, Vietnam and the monsoon season. Backpacking is less fun than a Citroën. China refuses to let the C25 in unless we pay them twice the value of the vehicle. Too bad for any ideas of following the route of the Croisière Jaune and posing with the C25 on the great wall. In Bangkok, a half-open door to Ali Baba's cave slams shut with our first faux pas. Pipât, one of the most important industrialists in the city, agrees to receive the strange globe-trotters at the foot of the building housing his collection. "What floor is the treasure on?" Pipât laughs but looks more annoyed than amused. The whole

building, plus the one next door, is stuffed full of collectors' items. Pipât collects anything and everything. Snake skins, carts, vases, bottles, tools.... perhaps the biggest collection of collectors' items in the world. That evening, he insists on taking us round the shadiest peep shows in town. The next day, he does not answer the phone. A missed



date. Just one of many in Asia, where collectors tend to be even more discreet than the Americans. Apart from a certain Yuet Kai. He has been dead for thirty years, otherwise he might have refused to see us as well. His disciples, guardians of an incredible temple a few kilometers from Hong Kong, agree to show us the world's biggest collection of Buddhas. In seven years of happiness, Yuet Kai collected 12,800 statues. Plus one: his own. Buried in the sacred position of the Buddha at the age of 87; he was exhumed, almost intact, a few months later. His body, coated in gold, is enthroned among his cherished statues which are covered with the same metal. The ultimate end for a collector: to become a collectors' item.

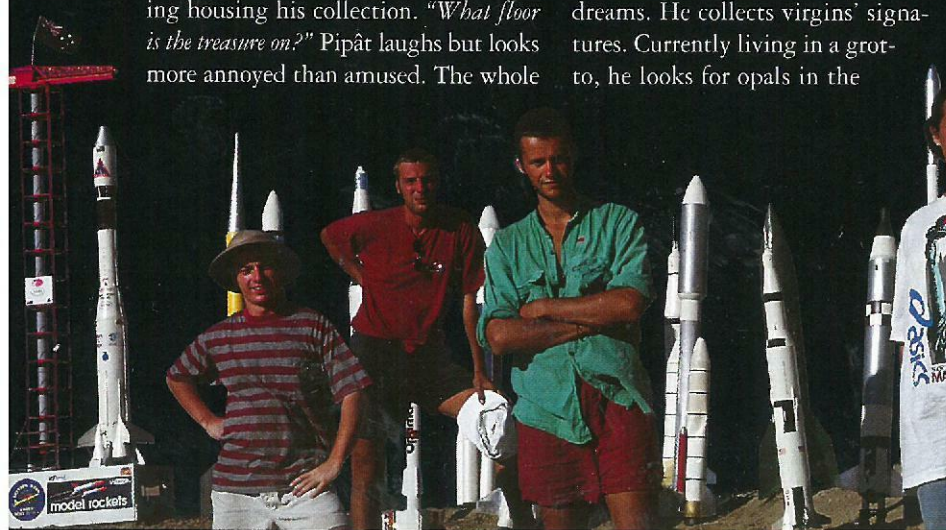
Aboriginal paintings for the C25

A former crocodile-hunter, the old Australian cherishes his impossible dreams. He collects virgins' signatures. Currently living in a grotto, he looks for opals in the

Australian desert. At the age of 70, he seems to be having more luck with women. All those who spend some time with him and who appear to be sufficiently pure can add their signature to the 2,700 tender messages already written on the walls of his den.

The Australian desert turns the C25 into a collectors' item. For two days, five aborigine artists paint their age-old know how along the sides of the van. A mixture of their culture and our journey. The fresco briefly recounts the history of this round-the-world trip. All that's missing is our African adventure, the last stage of the trip. Africa is reminiscent of our South American experience. Apart from the biggest concentration of ceremonial masks in the world in Côte d'Ivoire, the collectors tend to fall into another category: visas, customs officials, mosquito bites, dangerous roads and rickety bridges (in Guinea) where we almost lose the C25 on several occasions. But despite the problems - and thanks to them to some extent - Africa remains one of the highlights of our round-the-world trip.

Christophe Busché, spokesman for Thierry Vallier, Aline Hurault and Matthieu Gallou.



Rising to the quality challenge

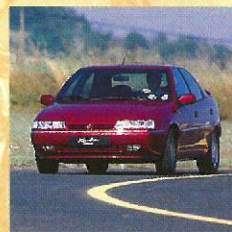
QUALITY IS AT THE TOP OF CITROËN'S LIST OF PRIORITIES. TO ATTRACT NEW CUSTOMERS — WHO ARE INCREASINGLY DEMANDING — AND TO GAIN AN EDGE ON THE COMPETITION, THE ENTIRE COMPANY HAS THROWN ITSELF INTO THE QUEST FOR THE AUTOMOTIVE INDUSTRY'S HOLY GRAIL.

The modern motorist is an Oliver Twist: he always wants more! As carmakers regularly upgrade their vehicles, customers demand higher levels of performance, comfort, safety and security. In short, everything must be higher... except the price.

The key to satisfying these demands can be summed up in one word: quality. The success of a motor manufacturer relies on this extremely broad concept, which must underpin the entire organization. Citroën's Director of Quality and Organization, Robert Peugeot, explains: *"The technologies we incorporate into our cars, as well as the methods we use to build them, are becoming increasingly sophisticated. So, in order to keep costs from spiralling out of control, the whole company has to focus squarely on quality"*. This philosophy is epitomized in one of the

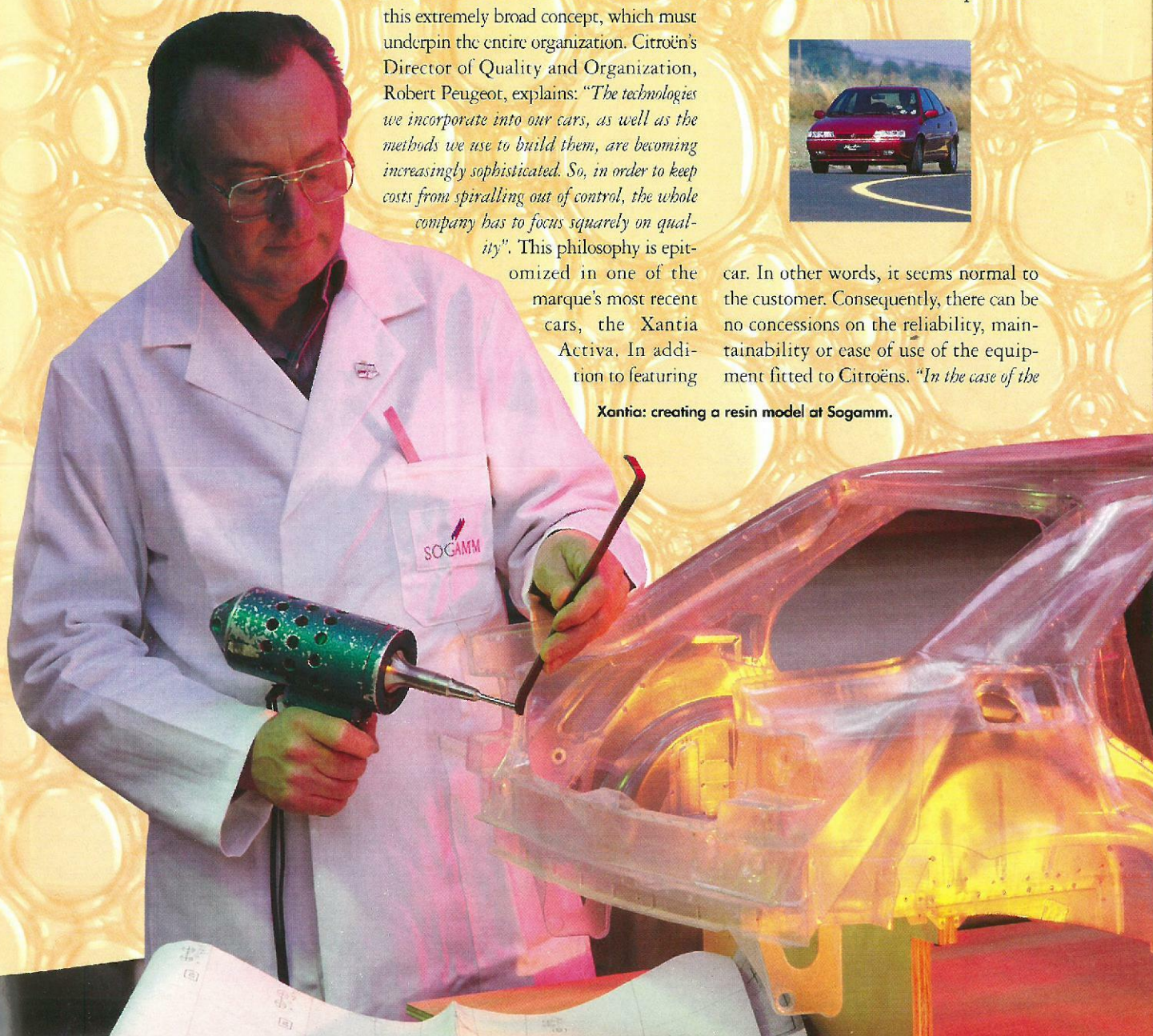
marque's most recent cars, the Xantia Activa. In addition to featuring

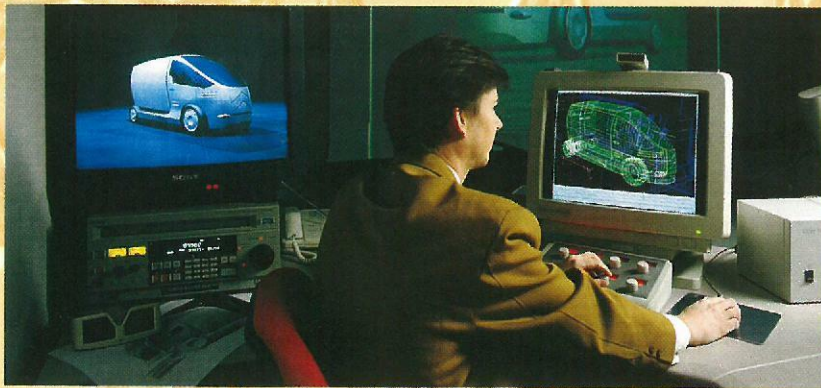
Citroën's unique anti-roll system, the Activa is equipped with Hydractive II suspension, ABS, a driver's airbag, pyrotechnic pretensioners on the front seatbelts and anti-pollution systems. It also offers a whole range of other Citroën hallmarks such as build quality, quietness and high performance. The significant factor is that such a high level of sophistication is available on a mass-produced



car. In other words, it seems normal to the customer. Consequently, there can be no concessions on the reliability, maintainability or ease of use of the equipment fitted to Citroëns. *"In the case of the*

Xantia: creating a resin model at Sagamm.





Citroën's Creative Design Centre. Using powerful computers, designers create and visualize realistic, animated three-dimensional images on screen.

Xantia Activa," explains Mr Peugeot, "the technological challenge has been met, a fact that the customer perceives mainly by comparing his car and its equipment with competitors' vehicles and with the very latest market developments". In other words, insatiable customers see quality as a right.

Aiming for total quality

For Citroën, therefore, quality is an overriding concern and a common denominator for the efforts of the whole company. That is why Total Quality Management (TQM) is so important as an overall approach, which enhances competitiveness and is synonymous with continuous improvement (see box). In addition to the basic aim of keeping the customer satisfied, TQM aims to "future-proof" the company and increase the sense of fulfilment of its staff. The TQM approach can be illustrated via the three phases in the gestation of a Citroën car: design, production and sale (the latter phase also includes maintenance by the network).

The first challenge is to integrate quality into the design process from the outset while taking into account constraints such as technical features, costs and lead-times, which are imposed by the market. To solve that conundrum, the PSA Peugeot Citroën group has devised the Product Development Charter, which introduces a



new way of working. The key is to assemble teams of people from all the departments and functional units involved in an automotive project, from the initial drawings to the finished model. Specialists from functions as varied as Marketing, Design, and Production Engineering put their heads together to find optimum

solutions in terms of costs, quality and deadlines. People are seconded from their departments for the duration of the project and organized into small groups known as Project Teams. This method makes it possible to amalgamate the points of view of stylists, design engineers, machinery specialists, suppliers and quality specialists as well as the carbuyers themselves. Proposals are cross-checked throughout the duration of the project. Naturally, the objectives of these various constituencies of specialists are itemized and costed. Also, the timetable for each phase is set out in a highly detailed design brief. Robert Peugeot explains the process. "Everything is set out in a schedule. The sen-



sitive areas of each sub-project or phase are identified in advance. We then draw up plans of action and set deadlines for implementing them. Once the results are satisfactory, we move onto the next stage." As part of this methodology of formalized and periodic monitoring, a major effort is made in the sphere of validating concepts and prototypes. This relies on a range of tests and computer simulations. For example, when designing a structural bodywork part such as the passenger compartment, a series of crash tests is performed and the results are cross-checked against initial computations in order to fine-tune the design parameters. This allows for cumulative gains in terms of safety and quality and helps to reduce costs and lead-times. If we take into account the input from stylists, from those in charge of stamping and welding the roof and from the teams responsible for designing and manufacturing the doors, we begin to get an idea of the extraordinary complexity of this quality-based design process.

Robert Peugeot, Director of Quality and Organization





Organizing for excellence

Two of the criteria that are most obvious to the customer are reliability and finish. In this respect, build quality is vital. There is no mystery in this area: the carmaker must get his product right first time and deliver it to the client on schedule. This requires an organizational structure involving each individual and focusing on excellence. Says Robert Peugeot: *"On the whole, we actually exceed ISO 9000 requirements in terms of manufacturing, even though our plants have applied for official certification. We introduced a Supplier Quality Appraisal system several years ago and we recently decided to apply it to ourselves."*

Like the ISO 9000 standard or the VDA standard used by German carmakers, the Supplier Quality Appraisal scheme assesses the level of "quality assurance" or, in other words, how the company is organized. At the same time, it measures the actual quality of a product and ensures that the manufacturer applies progress plans. A product's quality can be measured by means of a set of "indicators",

which can best be illustrated in an example. Take the Aulnay final assembly plant which, together with Vigo in Spain and Mangualde in Portugal, forms the last link in Citroën's production chain. Final assembly plants are the sites that have the greatest exposure to customers' demands for quality, costs and delivery schedules. To rise to that challenge, Aulnay has established two detailed indicators that it applies to its own models and to those of other marques in an effort to gauge its own quality and compare this with the competition. These indicators are the "demerit", which applies to the appearance of a vehicle chosen at random at the end of the production line, and the "on-track defect", which applies to how the car handles in final trials. In both cases, a series of increasingly stringent tests is used to measure a wide range of parameters: the car is subjected to tropical showers to ensure watertightness; micro-airways are analyzed by means of ultrasound to eliminate any noises that may occur when the car is running at high speeds; the paintwork has to with-

A CHARTER TO INTEGRATE QUALITY INTO DESIGN

PSA Peugeot Citroën has launched a Product Development Charter which aims to meet the major challenges involved in vehicle design for the next ten years. It has also set its sights on meeting the requirements of a varied clientele that has become increasingly demanding in terms of quality and leadtimes. The challenge taken up in the charter is to control quality and costs simultaneously, while reducing development times. The charter enshrines a new working philosophy predicated on multi-skilled teams and project-based organization (see main article). In particular, it introduces a common Quality/Reliability Assurance method based on cross-functional action plans, which take full account of the human element: information and communication policy, ethics, training, mobility, inter-site communication and working conditions.

TRAINING FOR QUALITY

Training is one of the components of Citroën's continuous improvement plan. Training is important when launching new products, but it is also vital in giving every employee the opportunity to hone his skills and adapt to a new job or new technologies. Training reflects the determination shared by Citroën and its employees. For example, the Caen plant has organized a qualification training programme, based on an analysis of job positions which are expected to be required in the future. The 200 non-professional workers in the programme had to be truly dedicated in order to complete an intensive training schedule. For a whole year, they spent one week each month in training, with support classes outside working hours.

The results are proof of the course's success: in 1994, training represented 4.13% of the company's wage bill (by law, a company must earmark at least 1.5%). Emphasis was placed on quality training (ISO 9000, Supplier Quality, EFQM), on the development of training courses suggested by workers and on correspondence courses for the dealerships. Evaluations were performed to monitor the quality of the entire training programme.



Checking ZXs at the end of the assembly line. The production unit applies a quality policy at every stage of the process.

ANTARES: MAKING THE GRADE IN PRODUCTION

The Antares project is the Manufacturing division's contribution to the corporate mission statement. The project aims for excellence: by 1998, every Citroën plant must be among the top three plants in the world in its category in terms of quality, lead-times and cost. What's more, it must remain at that level. In order to achieve this ambitious goal, the Antares project gives new life to principles and methods which have proven effective in the Plan Mercure. It sets objectives for the long term, taking full advantage of the intelligence, skills and competitive spirit of its workers.

stand Siberian temperatures and sea mist; the doors are tested over and over to ensure they shut with a satisfying "clunk"; and even the glove compartment lid is inspected to make sure that it opens noiselessly. The indicator system gives "black marks" for each defect, showing how far off target a particular item is. This is a warning system that works rather like the yellow and red cards in a football match. If the total mounts, a temporary acceptance system organized on a batch basis may be set up. This is necessary to avoid introducing more stringent measures at each stage of the manufacturing process. To be sure that quality is achieved unflinchingly, methods must be flexible; and they must be rigorously applied by properly trained personnel. This is why it is so important that manufacturing tools should be automated with the express aim of satisfying customer demand. And why it is vital for staff to be involved early on in the process of designing and creating ergonomic and user-friendly work stations: once the stations are fully operational, the process of achieving and constantly improving quality will depend first and foremost on the skills and involvement of the workforce.

Fine-tuning methods that are already efficient

At Citroën, a set of basic ground-rules governs every aspect of manufacturing. First, production is carried out on a pulled-flow basis on highly flexible lines. These are often organized into subdivisions that are easy to manage. Second, in an effort to empower workers and make them more independent, the technical content of their tasks is regularly enhanced. Third, line operatives inspect their own work. Fourth, management has been delayed to improve motivation and make problem-solving more efficient. Fifth, work is organized around quality circles and groups, and employees are rewarded financially for viable



Interior and exterior presentation models (MAPI, MAPEX) were used to ensure optimum quality in the assembly of the ZX.

suggestions. Derived from the Plan Mercure, these principles have enabled Citroën to make considerable progress over the past ten years and to reach the level of quality for which it is justly renowned. Thanks to the plan, the marque has established a number of tried-and-tested methods that are constantly being fine-tuned. Today, they are proving highly effective within the framework of the Manufacturing Division's Antares plan, part of the corporate mission that Citroën has undertaken to underwrite the future of the company (see box). Antares will ensure that, by 1998, each Citroën site ranks among the top three plants in the world in its category for quality, lead-times and prices. Antares was planned at central level, but Citroën plants determine their own action plans or mission statements to reach the plan's goals. Management at Caen, for example, have christened their project "Drakkar", the name of the longboats used in the Norman Conquests. Every member of the plant's 2,400-strong workforce is heavily involved in a process of continuous improvement. This is based on a simple but highly effective principle known as "the start-up routine": each time the machinery is brought on stream, operatives use a checklist to ensure that everything is in place to allow optimum quality and reliability. The results of these checks are displayed on an overhead table by means of a "traffic-light" indicator system: green for OK, orange for warning and red for disqualification. With this system, anomalies and deviations from quality standards — however slight — are quickly identified, allowing the problem to be tackled quickly and effectively. Not only does this system make progress easier to attain, but it also improves the quality of the finished product.

Paring delivery times

Proficiency with the pulled-flow production system is the key to keeping lead-times short and cutting them every year. Easier said than done. Depending on the volume of orders, a carmaker has to produce tens of thousands of parts on a just-in-time basis in order to keep stocks

A WELL STRUCTURED AND ORDERLY IMPROVEMENT METHOD

"In the extremely competitive global automobile market, car makers must have a continuous improvement policy, both for customer satisfaction and internally. This is important if the manufacturers are to protect the company's future and ensure personnel development," stresses Philippe Roussel, Total Quality Manager at Citroën. Thanks to this Total Quality Management strategy, the marque has been able to meet the goals set in its Compagny Project. This project is based on a number of ambitious objectives and ethical values summarized in four major areas for progress. These in turn are broken down into twelve strategic objectives. *"Each of the strategic objectives is the source of improvement plans which are implemented throughout the company,"* explains Philippe Roussel. To support these measures, a self-evaluation system, has been set up in accordance with the criteria defined by the European Foundation for Quality Management (EFQM). This system measures the effectiveness of all the action plans applied in the company using a scale of point values. It is used to judge both the results obtained and the resources put in place to meet the goals. The model covers nine areas is assigned a percentage according to their order of importance. The model shows that an organization cannot hope to obtain durable success unless quality management is applied across the board.

to the bare minimum. The difficulties are particularly acute in a final assembly plant: the customer is expecting his car to be delivered on schedule with all the options he has ordered. It is in this area that Citroën is particularly well placed. On average, the marque has the shortest delivery schedules of all the major European manufacturers: approximately 25 days. That figure — which includes the time taken to test the car and ship

it to its final destination — should be pared to 22 days next year. To achieve such a performance, Citroën relies not only on the flexibility of its production facilities and the versatility of its staff but also on top-quality logistics. Plants as far apart as Aulnay, Rennes, Vigo and Mangualde have centralized control rooms equipped with state-of-the-art

Checking spheres with lasers at Caen





Citroën Institute. Automobile mechanics training at the International Trade Training Centre (CIFIC).

computer systems that track the flow of parts between workshops and monitor the level of supplies. Video cameras dotted all over the plant transmit pictures to banks of monitors in the control room; they read the data on the bar code tracking sheets affixed to the overhead trays that accompany the vehicle throughout the manufacturing process. The data are processed by the control-room computers. Working in collaboration with the Logistics Department, the control room staff co-ordinate the flows of components, ensuring that parts arrive exactly on time at the workstations. These are just some of the functions that have been optimized under a Logistics Charter, which has been drawn up along the lines of the Product Charter. Meeting deadlines also involves close co-operation with suppliers in order to synchronize production schedules. In most cases, suppliers also work to order, sometimes using production management systems in which flows are even more "pulled" or "streamlined" than those in place at the assembly plant. Take the case of the company that supplies seats to the Aulnay plant: as soon as a car goes into production, an order is sent to the supplier, who manufactures the seats exactly to order and delivers them several hours later to the assembly shop, just in time for them to be installed in the car. Admittedly, this is an extreme example of synchronous

Aulnay. The quality of all protective coatings and paint relies heavily on the skills of Citroën's employees.

production flows. Quality is such a broad topic that a journalist can hardly cover it in full. For example, there is no room in this article to deal with the notion of service quality, which is gaining ground through the commercial network. To ensure that it is in the forefront in this area, Citroën has devised a Service Quality Plan. Systems for measuring customer satisfaction, based on focus groups, have already been set up, and the marque has launched a wide-ranging training programme for network personnel. The programme addresses issues such as welcoming customers and making an appointment for a routine service. While focusing on technical skills, it also stresses a broader and very important topic: how to communicate with people and explain things in clear, concise language.

Didier Counas



QUALITY AT CITROËN: KEY FIGURES

■ 1,600 quality circles in 1994, with 30% employee Shopfloor workers participation. Quality circles have been set up in all sectors of the company to give all employees the opportunity to express their opinions. The aim is to find solutions to problems encountered on the job. They also aim to improve the quality of products, services, working conditions, safety and production.

■ 83,152 suggestions were submitted in 1994 by over 50% of employees (57% of line workers).

The suggestion programme gives all employees the opportunity to propose improvements to any sector of the company. Savings realized thanks to the programme rose from FF283m in 1993 to FF315m in 1994. Total bonuses for accepted suggestions also increased from FF18m to FF20m.

The Ministry of Education models Citroën systems



As part of their studies for technical teaching diplomas, three student teachers from the Saint-Denis college outside Paris made a dynamic model of Citroën's hydractive suspension system and the anti-roll system of the Xantia. The model, which is accompanied by a teaching support file, was designed to train aftersales personnel within the Citroën network. This exemplary partnership has generated a two-way flow between the worlds of teaching and industry and is now an annual event concerning both the training centre for teachers of automotive technology and the International Sales Training Centre.

Citroën on ice

To the delight of the enthusiasts who enjoy driving on ice, Citroën has decided to create a promotional formula for the 1995-1996 Andros Trophy. Sponsored by Citroën Sport, these races offer 30 competitors an opportunity to get behind the wheel of one of 15 Citroën AX GTi's in the French cup. This new monotype discipline will give priority to drivers participating in Citroën's promotional formulas. Watch this space.

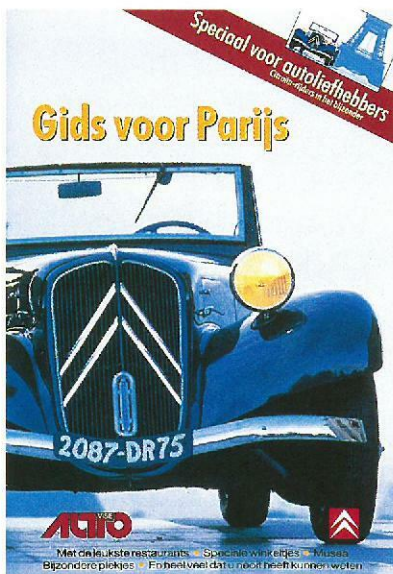


Chile: Citroën grows sales

Citroën is present on the Chilean automotive market with a sales network of 24 dealers and 2 branches. In the first five months of the year, new registrations increased by 50%. Ranking top in Citroën sales are the extremely popular C15 and the ZX Estate.

Dutch treat

Citroën's Dutch subsidiary had the great idea of printing 90,000 copies of a small guide to Paris. The central theme running through the text is - of course - André Citroën. Some 70,000



guides were given to the trade magazine *Autovoisie*, while the 20,000 remaining copies have been distributed within the network or given to the tourist office in Amsterdam. The illustrated work contains many photographs on the history of the marque.

French Rallycross championship: Sylvain Poulard and the Citroën ZX 16V lead the way

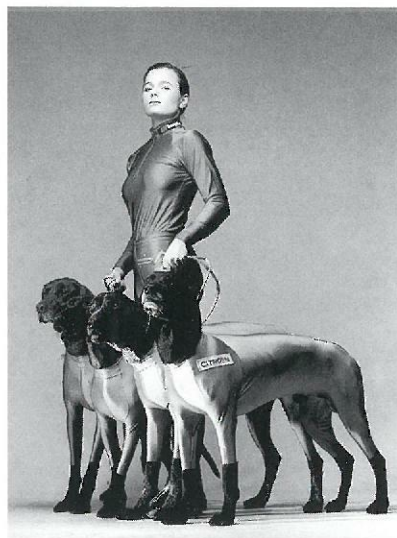
On 27 August last, Jean-Luc Pailler won the 7th race in the French championship at the Faux-Bergerac track at the wheel of his Xantia 4x4 turbo.




Sylvain Poulard, driver for Citroën Ouest, won the first and third qualifying events with his ZX 16V and came in fifth in the second. These results place him at the head of the championships table, since the attribution of points is the same in division 1 and division 2.

Leyna Boysen: Citroëns and dog power

A receptionist and accountant at the Citroën Autobil Roa dealership near Oslo, Leyna Boysen is an exceptional woman. At the age of 25, she is a dog sled racing champion with an impressive list of achievements to her credit in the sporting world. In 1994, she won the Norwegian cup, the European cup and the World Cup for the second year running. Naturally, Ms Boysen's four magnificent dogs - Vorstehers and greyhounds - are sponsored by Autobil Roa.





 Tous Les rêves qu'on a
dans la tête tiennent maintenant
dans une voiture.



CITROËN XANTIA

Le Break