



# LIFETIME ACHIEVEMENT

## SPE® Honors Frank Macher with Lifetime Achievement Award at *Innovation Awards Gala*

Frank Macher, chief-executive officer and managing partner of FMAC & Associates, LLC of Ann Arbor, Mich., is being honored tonight with SPE's prestigious *Lifetime Achievement Award*, which recognizes the technical achievements of automotive industry executives whose work – in research, design, and/or engineering, etc. – has led to significant integration of polymeric materials on vehicles. Macher, a recognized expert in strategic and business planning, advanced technologies, product development, and manufacturing processes and operations, was selected to be this year's award recipient due to his long and distinguished career in the automotive industry managing businesses with strong plastic-component operations.

Previously chief-executive officer (CEO) and president of Collins & Aikman Corp. (C&A), a \$4-billion USD supplier of automotive interiors, Macher began his position after the company declared bankruptcy. In 2006, Macher was recognized by *Automotive News* magazine as their "Supplier All-Star" of the year for his ability to keep C&A operating despite its cash challenges.



Before joining C&A, Macher was CEO and chairman of the board of Federal Mogul Corp., a \$6-billion USD publicly traded company in the automotive powertrain and aftermarket sectors. While there, Macher restructured the company in an asbestos-related Chapter 11 bankruptcy, which allowed for a massive operational turnaround for the company with \$600-million USD in cost savings. This move also increased revenues, consolidated operations, and expanded the company's manufacturing operations into low-cost manufacturing regions such as China and Eastern Europe.

Prior to his term at Federal Mogul, Macher was president and CEO of ITT Automotive, a \$6-billion USD subsidiary of ITT Industries. There, he led the divestitures of the TEVES brake and control business for \$1.9-billion USD and the Rotating Electrical Group for \$1.7-billion USD. These divestitures provided ITT with a major cash infusion that allowed the company to successfully grow its core fluids, connectors, and defense businesses, creating substantial shareholder value.

The majority of Macher's long and distinguished career was spent at Ford Motor Co., where he held many key executive positions, including vice-president, Automotive Components Group, an \$11-billion USD operation and the predecessor to Visteon. In addition, Macher developed a joint venture with Halla Climate Control, which now is a \$2-billion USD developer of low-cost heating/ventilation/air conditioning (HVAC) systems for the automotive industry. Macher also held the position of vice-president-Ford North Pacific, where he was a member of the board of directors of Mazda Corp. Other key positions he held during his three decades at the automaker included director-Corporate Quality, chief engineer-Interiors, and general manager of two divisions. During the early days of Macher's career, he was involved in many automotive plastics innovations, including the first: polyethylene fender liner on the Lincoln Town Car (early 1970s); two-shot, rear tail lens molding process (developed with Farrell Corp. and fellow Ford employee, Larry Westin) around 1972; all-plastic, one-piece instrument panel on the 1975MY Cougar passenger car; electron-beam (E-Beam) cured paint for plastic instrument panels around 1975 (with Ford employee, Norm Brennan); blow-molded polyethylene fuel tank on the 1979MY Mustang sports car; and tubular cross-car beam designs (working in conjunction with Ford's William Caldwell) that provided stiffness, structure, and reduced noise/vibration/harshness (NVH) for modular instrument panel systems, which could now be plugged into the vehicle as a single assembly for just-in-time (JIT) sequencing operations.

Macher is a former board member for Decoma International, Federal Mogul, and Collins & Aikman. He has also served on the Massachusetts Institute of Technology (MIT) Leaders for Manufacturing Board, Stanford Industrial Manufacturing Advisors, and Kettering University Board of Trustees. He is currently a board member of Tenneco Corp., where he also serves on the Audit Committee. Macher has lectured in the MBA programs at Harvard University, Dartmouth College, and currently guest-lectures annually at Georgetown University. He holds a BS degree in Mechanical Engineering from Kettering University, and an MBA from Michigan State University.