Saturn

1995

Okay, it's our fifth year on the road.

Just how big a difference have we made?

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Well, here we are.

It's Saturn's fifth model year. We've got well over half a million cars on the road now. We've got customers trading up to their second Saturns. We've won our share of awards and accolades. And we've even got a few recalls under our belt.

The fact is, we've grown—and grown up a bit, too. We've gone from an unproven, untested upstart to an established contender—talked about, watched, and even worried about by competitors who take a keen interest in what we're doing.

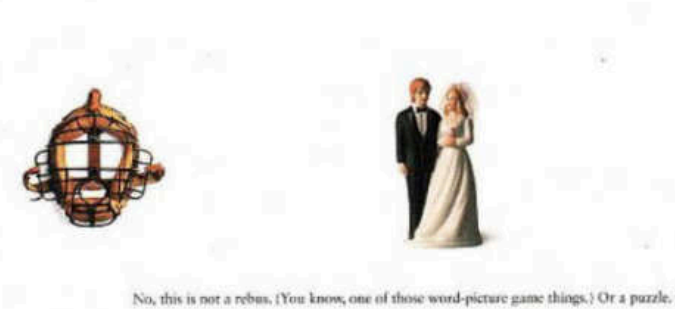
Now, five years down the line, our launch days may be behind us—but what brought us this far is not.

Let's see, what was it we were saying back then? Something about being more passionate than anybody else. More committed. More willing to defy convention. And more attuned to customers' needs than anybody else had even tried to be.

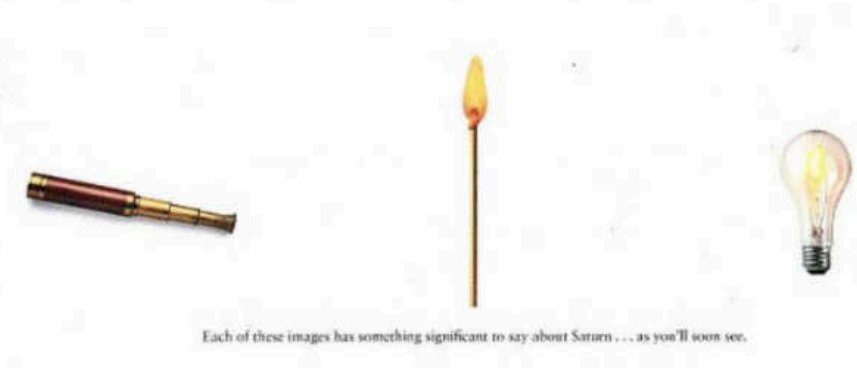
Well, as you might imagine, we're still saying all those things. But this year, instead of saying them all over again, we're going to step back a bit and let you hear what other people—that is, people outside our company—are saying about Saturn.

People like the auto mechanic who bought himself one of our cars when he hung up his tools and retired. A paramedic who's seen them at their ugliest. Even business school professors who routinely pick our company apart in front of hundreds of people.

So without further ado, here's our 1995 line of Saturn cars—and a few outside perspectives on our first five years in business.



No, this is not a rebus. (You know, one of those word-picture game things.) Or a puzzle. Or a test.



Each of these images has something significant to say about Saturn . . . as you'll soon see.

What makes Saturn recommended reading at the university level.

"What has surprised us most about Saturn is the balance between the 'technical dazzle,' as we call it, and the human miracle. At other companies, you have 'the geniuses,' and then you have 'the workers.' Not at Saturn. There, everyone is engaged in improving the product and the company in one way or another."—Professors Terrence Deal and William Jenkins (opposite), coauthors of the book Managing the Hidden Organization (Warner Books)

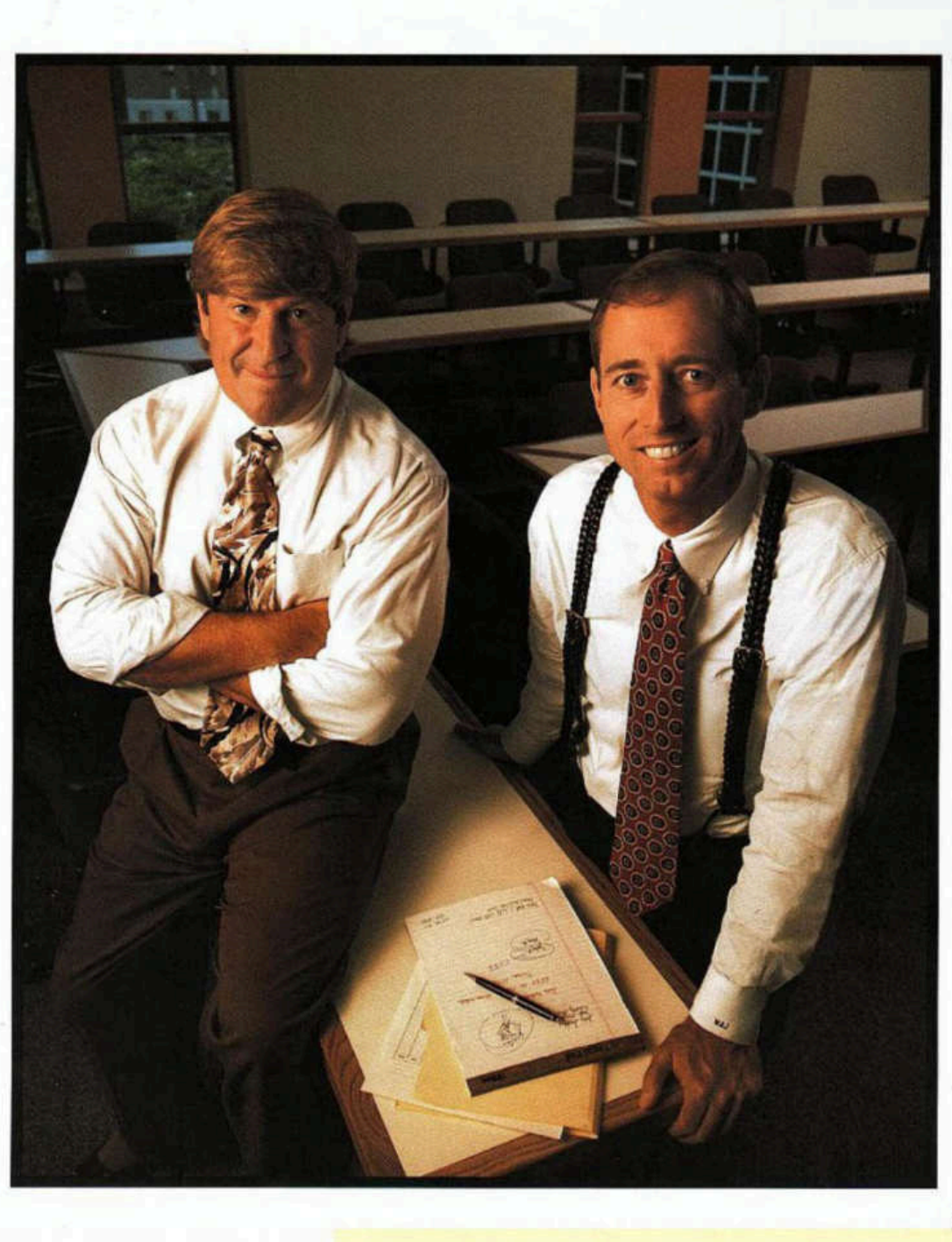
Opportunity: Our willingness to begin by erasing the past—throwing out old habits, rigid traditions, and outdated procedures—gave us the freedom to create a far better way of working.

Every year at Vanderbilt University, Professor Terrence Deal leads 80 undergraduates through a semester on Organizational Theory, Behavior, and Leadership. And every semester, he kicks off his first lecture by asking his students to imagine a new model for a corporation.

He challenges them to picture a manufacturing company where workers punch no time clocks and report to no foremen. Where all decisions are made by consensus. Where each team publicly posts its quality record, good or bad. Where people spend their own time searching for ways to be more efficient, even eliminating jobs when necessary. And where, try though one might, it's hard to tell an engineer from an assembly-line worker, because everybody wears the same casual clothing, eats in the same cafeteria, and parks in the same lot.

"Every semester, when I finish," Deal says, "there's always one student who raises a hand and says, 'But that company could never exist.'

"And then I tell them, 'It already does exist, and it's called Saturn.'"



According to Deal and Jenkins, given what the business community is witnessing at Saturn—employees who care, a product that sells, and a culture that breeds commitment—it's not surprising that academics like themselves are taking an interest. Or that executives are asking how their companies can follow Saturn's example.

As Jenkins explains it, there are a lot of people out there looking for a "silver bullet"—a quick fix. And what the world sees in Saturn is a company that emerged from the most glutted, fiercely competitive, and financially challenged industry to become one of the most progressive and emulated companies around. "As John Campbell, one of Saturn's first retail partners, once pointed out, 'People are all looking for the answer, but I'm not sure there is "an answer." Saturn is a whole bunch of things . . . a whole new culture.'"

But, Jenkins adds, that new culture was not easy to create, even for a company like Saturn, which had the rare chance to wipe the slate clean, so to speak, and start fresh. The first thing Saturn's founders did was roll up their sleeves and get busy, visiting more than 160 of the world's most successful companies in search of new ideas and practices.

"But it wasn't the exploration itself that made the difference," Jenkins remarks. "It was how these people took what they learned and distilled it into a process that would work for them—and then came up with a few principles of their own to fit the needs of their business.

"For most American organizations, those philosophies would seem radical: 'Give employees a sense of ownership. Have few and flexible guidelines. And impose few job-defining rules.'

"What Saturn was able to recognize early on," explains Jenkins, "is what other companies, especially those in crisis, sometimes forget: that people naturally want to be involved in decisions that affect them, and that with this involvement comes commitment."

"The agreement signed in 1985 by Saturn and the United Auto Workers stood labor relations on its head. While other auto manufacturers measure their operating relationships with a contract which is housed in a three-ring binder and expires every three years, Saturn and the union use a three-by-five-inch booklet that both sides refer to as a 'living constitution.'" —Deal and Jenkins

"It's significant that at Saturn, managers do not consider line workers 'backstage employees,'" Professor Deal points out. "They see them as the heart and soul of the company—the stars. As one employee put it to us, 'Our leaders recognize who makes things happen here.' Another described it this way: 'Working conditions here are like running your own business.'"

All of which, from the professors' viewpoint, explains something else about Saturn—why the company's corridors ring with discussions of alternative ways of doing one thing or another. And why, when asked about a "new idea" program, one employee replied, "New ideas are expected as a part of my job. No incentives are expected or need to be given."

"For example," says Deal, "there is an informal understanding at Saturn that every employee should be looking out for the customer. This can mean asking people on the street how they like their car, visiting retail stores on vacations to see if the cars they're building are satisfying customers, or stopping to help if they ever see a Saturn in distress.

"And because of their pride, Saturn employees even take on the role of marketing agents—making it their personal responsibility to tell and sell their neighbors and relatives on the merits of their automobile.

"And while the company requires employees to use their brains, not just their hands," continues Deal, "the employees don't accept rules and orders as a substitute for quality. Blindly following rules is not the Saturn way. That's why there's a penchant for keeping rules to a minimum."

According to Deal and Jenkins, if there is any one secret to Saturn's success, it is the way the company organizes and manages its people. In fact, they say, it is something of an error even to apply the term "management" to Saturn's approach.

"In reality," Jenkins says, "Saturn has created an environment in which employees are trusted to do what's right. They provide leadership for themselves and for others. They solve problems not by kicking them upstairs, but simply by working together. It's this sense of responsibility—both individual and collective—that spills over into virtually every relationship the company forms, from retailers to customers."

"If you go back in history," comments Deal, "you see that craftspeople put their signatures on a product when they built it. And if you look at Saturn, you see a craftsperson's assembly line. That shows in the little touches you hear about, like everyone signing a card for the woman who sent a letter about the car that was being made for her. Or in stories about new people arriving in Spring Hill to find the rest of their team waiting there to help them move in. Or one technician covering for another who wants to catch his son's first T-ball game."

From this perspective, Deal and Jenkins maintain, that quick fix—the answer many companies are looking for—boils down to one fundamental truth:

"You can't just hang up your humanity when you take a job. And at Saturn, you don't have to."

From the small community of Spring Hill to the world at large.

Long before ground was broken for the manufacturing facility, Saturn realized that the partnership philosophy wouldn't mean much unless it applied to all elements of the company's environment.

- *When construction began at the Saturn site, company engineers designed a new way to place pipelines across creeks, sculpted new hills out of excavated soil, transported hundreds of uprooted trees to new homes, and built custom bluebird houses all around the property.*

- *Now that the plant is up and running, Saturn reprocesses materials from typing paper in the office to sand from the foundry. And nothing is stored in underground tanks and pipes that might leak. Instead, tanks are aboveground, where they can more easily be monitored.*

- *Saturn has kept on farming soybeans and alfalfa on the grounds around the plant, has helped build a new high school, and carefully watches over the historically important Civil War–era mansion on the property.*

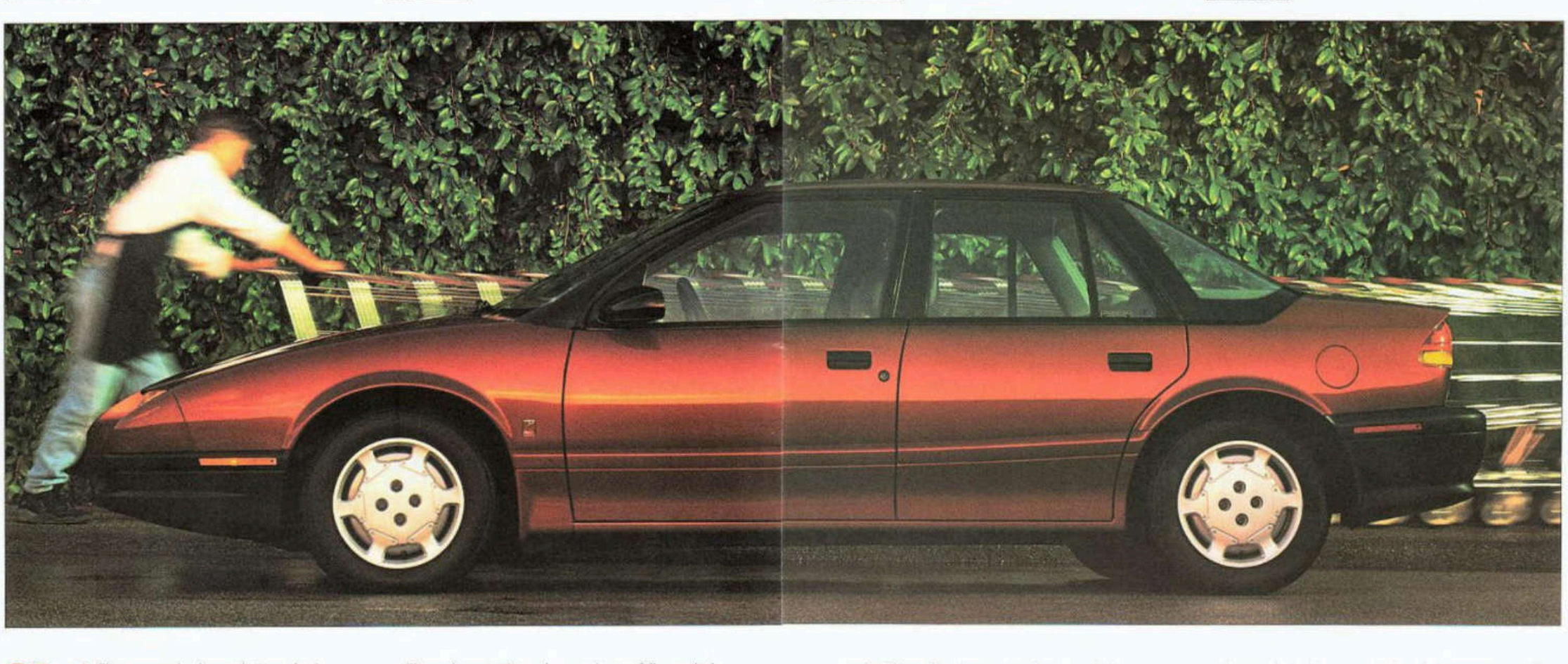
- *Cars contribute to environmental pollution—no one can get around that. But Saturn does put CFC-free refrigerant in the cars' air-conditioning systems; use water-based paints, sealers, and adhesives; and make bodyside panels out of polymers that can be reground and used to make new parts, among other things.*

Both our automatic and manual transmissions have been carefully matched with new gear ratios to optimize fuel efficiency and driving performance.

Saturn engines are manufactured by means of an advanced process called lost-foam casting, which produces precision engine parts with a minimum of machining.

This year, all Saturns come with a new four-speaker, electronically tuned stereo system with six AM and twelve FM presets; pop-out adjustments for bass, treble, and fade; and a nice, precise LCD clock.

For cold- and hot-weather testing, we go to Kapuskasing, Canada, and Mesa, Arizona—where temperatures range from –50 to 110 degrees Fahrenheit, respectively. Which means a Saturn isn't likely to shiver or swelter in your town, either.



SL1

To some people, the words "entry-level sedan" may sound suspiciously like a newfangled term for "econobox." Remember those? Poor, runty things, stripped of all but the barest essentials.

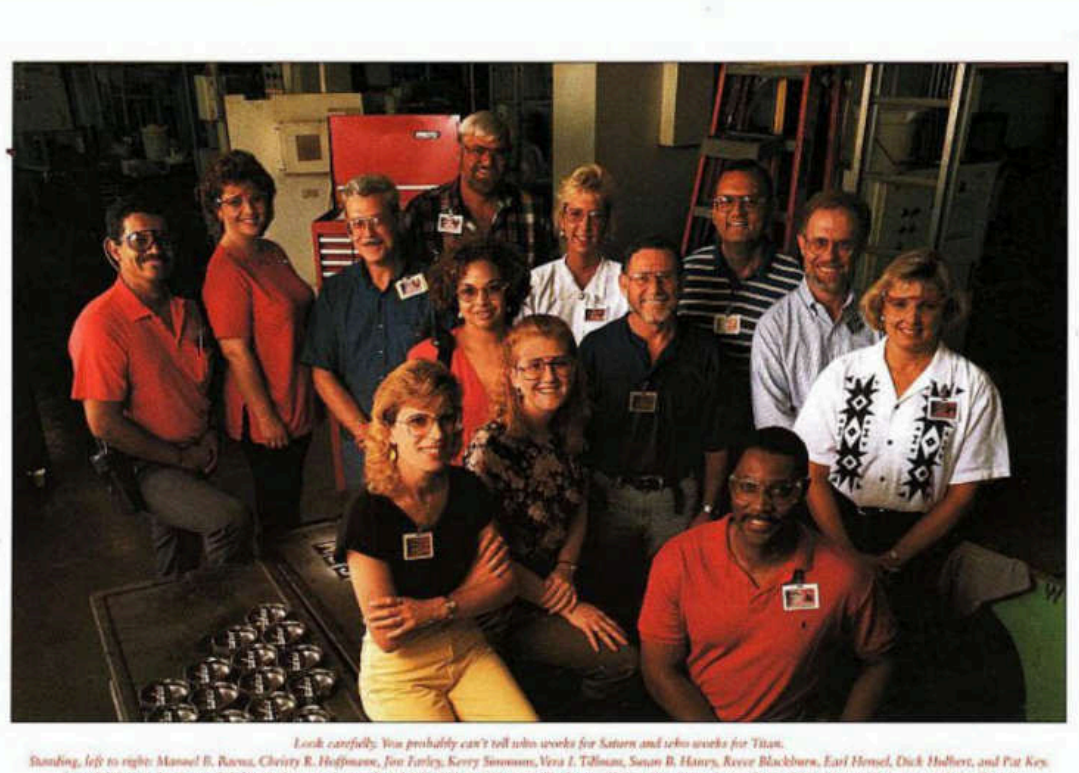
Well, one glance at a Saturn SL1 should tell you it's far from boxy—and anything but runty. Just examine the essentials:

- A jaunty 1.9-liter single-overhead-cam multi-port fuel-injected engine, delivering 100 horsepower at 5,000 rpm.
- Torque-heavy tuning and gear ratios carefully matched to engine output, providing all the pep you need for maneuvering through city traffic, with plenty of stamina left over for cruising the highway.
- Sweet gas mileage: an estimated EPA rating of 28 miles per gallon in the city and 40 on the highway with a manual transmission, 27 and 36 with an automatic.
- A glossy exterior finish with a luster so deep that it looks like we swiped it from a far more expensive car—thanks to a flexible acrylic primer, a waterborne acrylic base, and a tough, polyurethane clearcoat.
- And a few other things that some automakers might not even consider essential—at least not in this price range. The SL1 (pictured above) comes with power steering, cloth seats, and "spiderweb" wheel covers—and its sister, the SL, sports manual rack-and-pinion steering, vinyl-and-cloth seats, and "soccer ball" wheel covers. Both cars come with a height-adjustable steering column, a tachometer, fourteen-inch all-season tires, full wheel covers, tinted glass, composite halogen headlamps, split fold-down rear seats, remote trunklid and fuel-filler door releases, carpeted cargo areas, three-speed intermittent wipers, a front console with two cupholders, a movable ashtray, a rear window defogger with a timed reset, and . . . .

We could go on, but you get the idea. Driving one of these cars doesn't feel like making a compromise. Instead, it feels an awful lot like getting what you want.

MANUFACTURING TRUST

Trying to explain why his job of five years means so much to him, Reece Blackburn has this to say: "Seeing that first car roll off the line, my chest was suddenly 14 sizes larger. Today, it's still a rush, to know we were all a part of that—a part of history."



Look carefully. You probably can't tell who works for Saturn and who works for Titan. Standing, left to right: Manuel B. Reeves, Christy B. Hoffmann, Jim Farley, Kerry Simmons, Vera J. Tillman, Susan B. Haney, Reece Blackburn, Earl Hensel, Dick Hulbert, and Pat Key. Seated, left to right: Nancy P. Schenck, Suzanne Barnard, and Mike White. (Okay, we'll tell you: Christy, Jim, Kerry, Susan, Reece, Dick, Pat, and Suzanne work for Titan.)

Reece's remark seems pretty emotional, but it's the kind of heartfelt commitment you might expect from many of the people who work at Saturn—those people who left their homes and moved their families halfway across the country to come to Spring Hill and take a chance on a new company.

But Reece didn't move hundreds of miles to come to work for Saturn. In fact, he's lived in Tennessee all his life, and to be precise, he doesn't actually work for Saturn.

Partnership: Mutual trust and mutual commitment form the cornerstone of what we call "the Saturn way," and they'll always be the guiding principles behind every relationship we foster.

Reece works for Titan Services, a firm that designs and manufactures one-of-a-kind tools and custom machinery for Saturn's production line. And the reason why he feels so close to his employer's client is the same reason why his company overcame its initial reluctance to form a business relationship with Saturn: because that relationship is so different from anything that anyone at Titan had ever seen.

According to Dick Hulbert, president of Titan Services, when the group first heard that Saturn was coming to town, they were—to put it mildly—underwhelmed. As Dick explains it, "In a situation like that, you typically have a hundred other suppliers saying, 'Tell us what you want, and we'll bid whatever we have to bid to get the business.' Well, we're a small company, and we didn't particularly like the idea of sacrificing ourselves to serve some big auto manufacturer." So in the summer of 1987, when Saturn invited 115 local suppliers to a meeting, Dick's team went, but with reservations.

"We all sat down in that auditorium," Dick recalls. "And then the Saturn people got up and started to talk. 'We want new ideas,' they said. 'Tell us how you'd like to work, and we'll try to find a mutually beneficial way of doing business.'

"And, you know, they lost about half the people there. It was so unusual that it was very disconcerting to a lot of the other suppliers, who said, 'They don't know what they're doing. Saturn wants *us* to help *them* come up with a plan.'

"But that was exactly what caught our interest. We said, 'Hey, if this company is willing to explore some new ways of working, we're willing to talk.'

"We were just about the smallest company involved in the competition—even Saturn thought we were too small at first. But right away, we appreciated the kind of collaboration they were asking for. So we talked, wrote proposals, talked some more, and along the way we threw in a few ideas that piqued Saturn's interest."

"For example," says Reece, "we knew it would take a lot of communication between us and the factory technicians to find out exactly what was needed on the line, and then to take it from a concept to real hardware. So we suggested putting our people on-site—right on the factory floor, face-to-face with our Saturn customers."

Well, Saturn liked the idea, and that's why today half of Titan's staff works at the plant.

As Titan's Jim Farley points out, "The way our business relationship works, there's no corporate wall that Saturn blindly tosses orders over, with Titan tossing products back from the other side. From our day-to-day conversations, not only do the Saturn people have input into our designs, but they follow them all the way through construction."

Fellow Titan employee Suzanne Barnard adds, "Even though our company goal is to satisfy Saturn, the corporation, our real reward here doesn't come from selling Saturn more and more Titan products, but from helping the people we work with figure out better and more efficient ways to build their vehicles.

"So, ultimately, we're all trying to satisfy the same customers—the people out there driving the cars."

Christy Hoffmann, also of Titan, agrees. "We wear the same kind of badges Saturn team members do, and sit beside them in meetings. And every one of us carries a pager, so that if someone on the line needs help, they can count on someone from Titan to come right away.

"This is much more than just a job to go to. It gets in your blood—your heart's involved. Those people, the team you work with, mean a lot to you. You'll go that extra mile for them."

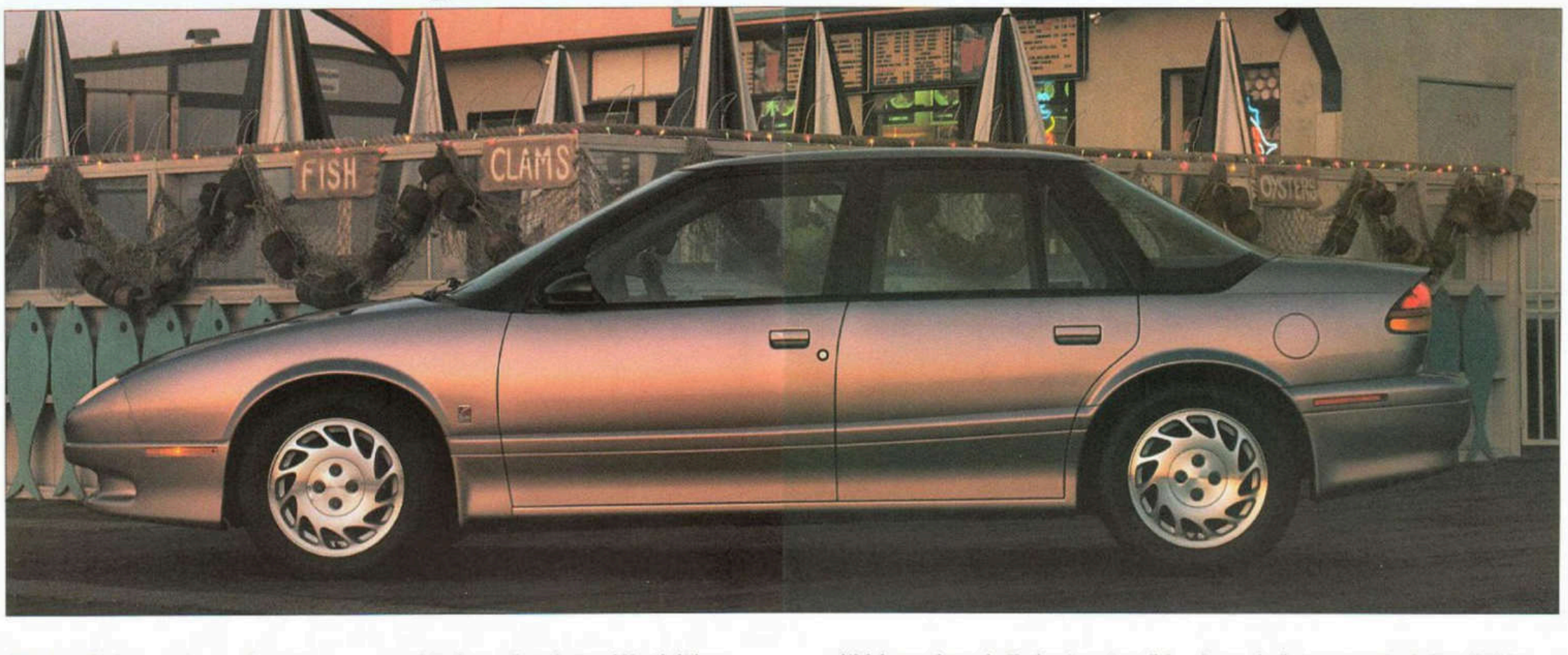
Dick puts it this way: "Quite simply, what our contract set up was a foundation for teamwork and trust. That made everything else fall into place, and the power of it is tremendous."

Saturn's variable-effort power steering (standard on the SL2, SC2, and SW2) adjusts not just for engine speed, but also the speed at which you're traveling, for more help when you need it most (say, edging your way out of a tight parking spot).

Whatever your own dimensions may be, you shouldn't have any trouble getting comfortable driving a Saturn SL2, SC2, or SW2. Simply adjust the driver's seat height, angle, and lumbar support to find your perfect position.

Our automatic transmission gives you two different driving modes—"normal" and "performance." Just push the "perf" button for a sportier shift pattern, with higher RPMs before upshifts and with quicker downshifts.

Our "smart" automatic transmission is controlled by a computer called the "powertrain control module." It contains two microprocessors—one controlling the engine, the other the transmission—in constant communication with each other.

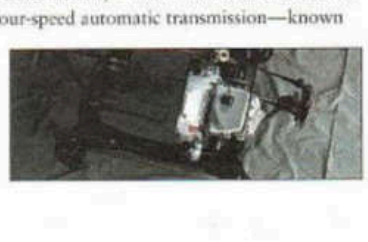


SL2

If you crave the power of a sport-tuned engine, but appreciate the comfort of a four-door sedan, then consider the Saturn SL2.

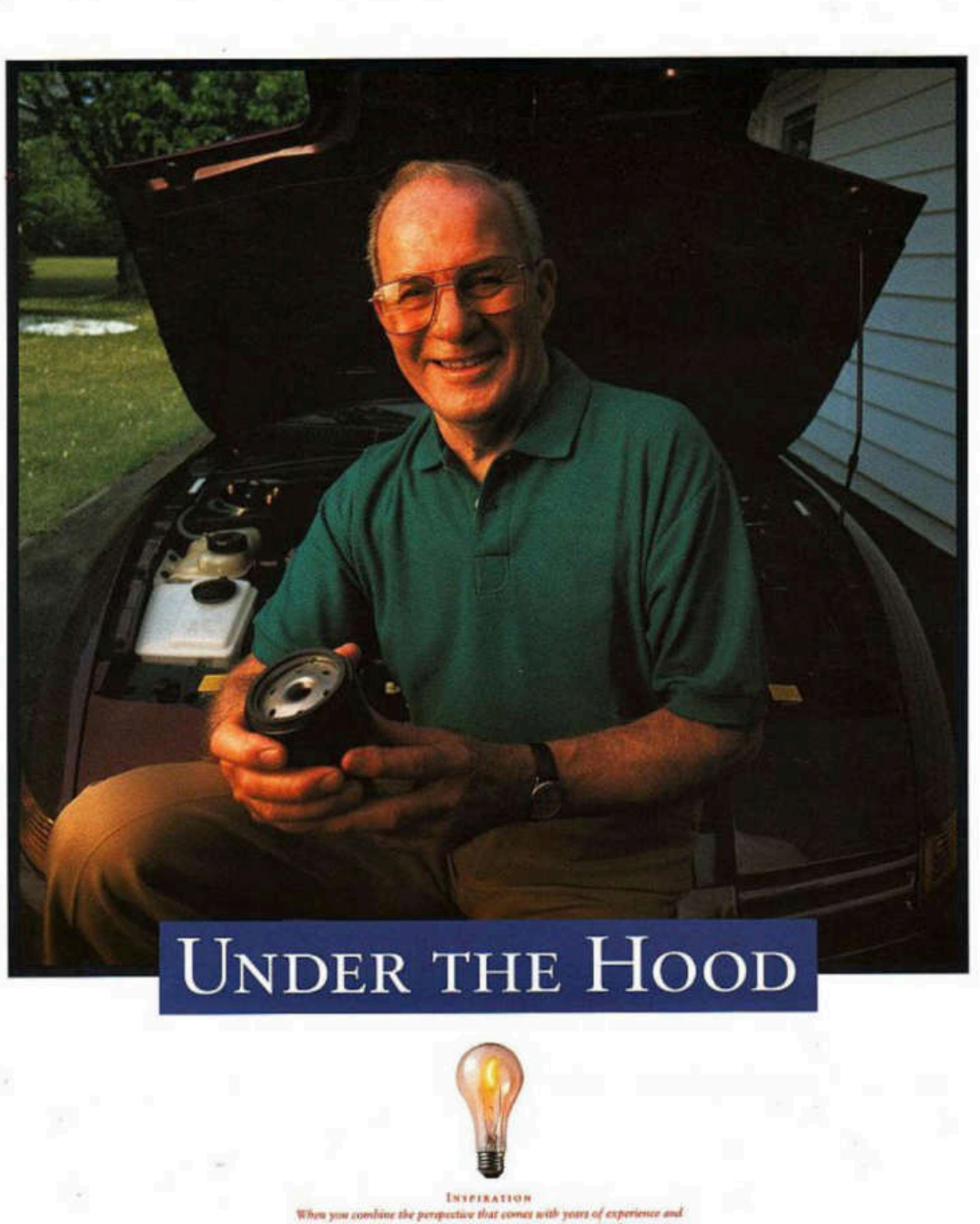
Better yet, take a seat behind the wheel and experience it for yourself:

- Starting with our performance engine—our 1.9-liter dual-overhead-cam multi-port fuel-injected version, delivering a lively 124 horsepower at 5,600 rpm.
- Impressive gas mileage, to boot: an estimated EPA rating of 25 miles per gallon in the city and 35 on the highway with a manual transmission, 24 and 34 with an automatic.
- Our optional four-speed automatic transmission—known as a "smart" transmission because it's computer-controlled to make every shift feel as smooth as can be. Thanks to innovations called "fuzzy logic" and "shift stabilization," this transmission shifts just when an expert driver would on an incline, and it suavely adjusts itself over time to compensate for wear and adapt to different driving styles. (All of which helps explain why it's earned 27 patents so far.)



- Standard front-wheel drive, a sport-tuned four-wheel independent suspension, and a five-speed, close-ratio transmission that's a pure joy to shift.

But enough talk. As we were saying, the Saturn SL2 is best considered from a more intimate perspective—that is, the perspective you'll have as soon as you turn the key and get a look at the view rushing by.



UNDER THE HOOD

Inspiration: When you combine the perspective that comes with years of experience and the freedom that comes with starting over, the results can be illuminating.

Ask Harold Hazzard ("Hap," to his friends) what struck him the most about the sporty little coupe he bought when he retired after forty-one years in business,

and he'll give you an answer that sets him apart from most proud new-car owners.

"I was totally impressed with the external transmission filter," he says.

"To take that thing off other cars, you have to drop the transmission pan—the whole shmeer, you know—and it's all very time-consuming, and a messy, dirty job, and a lot of labor," Hap explains. "On the Saturn, it's just, well, like changing a light bulb. Someone should have thought of it years ago."

You see, the business Hap owned and ran is known as Downtown Automotive (of Kalamazoo, Michigan). And after decades spent up to his elbows in the innards of automobiles, from economy cars to luxury imports, doing everything from rebuilding engines to troubleshooting electrical systems, the man is a wealth of firsthand knowledge about cars—what makes them run and what makes them choke, what's easy to take care of and what's nothing but a nuisance.

So when Hap began thinking about getting a new car for a carefree retirement, he couldn't help but consider it from a familiar point of view—that is, with the hood up.

First, he consulted the on-line computer system back at the shop, comparing data and searching for models in his price range that were the least likely to give him trouble, "and Saturn came up smelling like a rose," as Hap puts it. So he decided to visit a retailer and check one out for himself.

"Accessibility, that's the main thing," he says. "And they did a fine job in there. You don't find that in every car. On some engines, just getting to the spark plugs is awful. Well, on a Saturn, they're right on top. Why, a nine-year-old could get them." (Of course, we're sure Hap only said that to illustrate a point—and we suggest that you keep your nine-year-old away from the spark plugs. All Saturn retailers have their own staffs of trained, skilled, and grown-up service technicians to help with that sort of thing.)

It's actually no coincidence that Hap found Saturn's under-the-hood layout so sensible, because that design owes its existence, in part, to master mechanics just like him. Years before the first Saturn car hit the road, a team of engineers conducted their own research on serviceability—interviewing automotive service professionals, asking them which cars they enjoyed working on and which they dreaded, learning exactly what they liked and what they loathed.

What those practical experts wanted was simple serviceability: fewer hoses running every which way, fewer parts to remove in order to get to others—"basically just common sense," as Hap describes it. So that's what Saturn set out to provide, as Hap so happily discovered.

The engine compartment on every Saturn is laid out so that an owner can stand in one spot and easily reach all the dipsticks. And a service technician can reach most of the parts, from filters to spark plugs, without performing acrobatics. What's more, the fasteners in there are standardized, so he or she would need only a handful of wrenches (instead of a whole toolchestful) to remove them for powertrain repair.

Of course, the car's engine wasn't the only thing that captured Hap's attention at the showroom. When he finally put the hood down, he took a test drive like everyone else: "The horsepower-to-weight ratio is just fine with me, and believe me, it goes." Then he took a careful look at the car's exterior. "I wanted a car I could keep for a long time—something that won't turn into a rust bucket in a few years," he says, "so those polymer panels intrigued me."

There was one more part of the experience which Hap found intriguing, especially since he'd owned a business himself and learned to appreciate the value of repeat customers. "Good communication with the customer pretty much sums it up," he says. "The last time I bought a car, they just handed me the keys and that was it. But a few weeks after I bought my Saturn, the man gave me a call just to see how I liked it and make sure everything was working out okay. I couldn't believe it."

As you've probably figured out by now, at the end of the inspection, Harold "Hap" Hazzard drove home in a Saturn—a plum-colored SC2 outfitted with air conditioning and a four-speed automatic transmission.

And now, after a relaxing year of tooling around town in it, he says he's starting to think about driving his SC2 back to his retailer and trading it in—for a brand-new 1995 Saturn SC2. ("Just for kicks," he says.)

Hap thinks he'll probably go for all the same options he chose the first time. And as for the color, he has no plans to change that, either. "Plum, again," he says with a laugh. "Well, after all, it's the rage."

By plugging a hand-held computer into a data link connector beneath your dash, our service technicians can download performance information for diagnostic analysis, and even share it with Saturn headquarters via satellite.

All Saturn cars feature front-wheel drive and four-wheel independent suspension. The front is a true MacPherson strut design, the rear is an optimized tri-link—and the word for such a combination is "sporty."

If you're often in a fog—or a mist, or a haze—you'll like our halogen foglamps. They're optional on the SL2, SC1, SC2, and SW2.

Every Saturn under warranty is also covered by our twenty-four-hour roadside assistance program. Just dial our toll-free 800 number, and someone will come to help you (or whoever else is driving your Saturn at the time).

SC1

Does your fervent desire for a sports car seem to conflict with your unremitting obligation to pay the rent? Well, allow us to suggest a solution both seductive and sensible—the Saturn SC1.

- Under the hood, a design that's so rational, it's refreshing: smartly color-coded dipsticks, clearly visible and traceable hoses, and so on. All of which means your mechanic won't necessarily need to tear the whole thing apart, just to get to an area that needs service. (More about this on page 13.)
- A cabin designed with an open, airy feeling (even airier if you add an optional sunroof) and a keen respect for comfort, with adjustable front shoulder belt anchors, seats that offer comfortable back support, and a height-adjustable steering column.

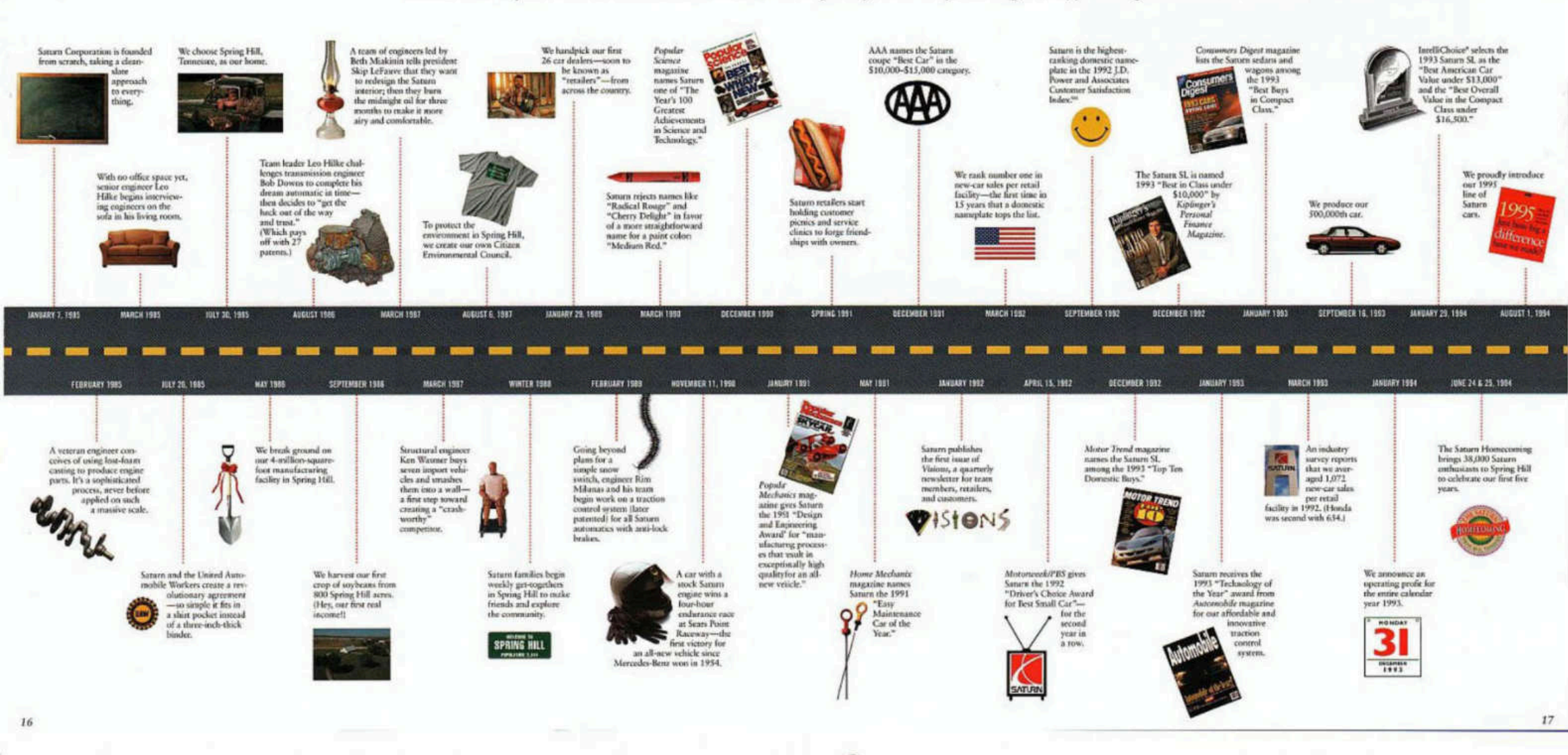
- Standard front-wheel drive, four-wheel independent suspension, and our popular five-speed, wide-ratio manual transmission—known for its light clutch feel and easy-to-maneuver gear shifter.
- Plus our assertive 1.9-liter single-overhead-cam multi-port fuel-injected engine—the one with the nice, broad torque curve.
- Nice, broad mileage, too: an estimated EPA rating of 28 mpg in the city and 40 on the highway with a manual transmission, 27 and 36 with an automatic transmission.

So if you thought you had to deny yourself all the pleasures of life, just for the sake of economizing—well, you can lighten up now.

Vision: We've always known better than to mistake a clear view for a short distance. But we've also always known exactly where we wanted to go—and so far, it seems, we're right on track.

VROOM

How the first new American car company in 40 years got off the ground and onto the road.



Saturn Corporation is founded from scratch, taking a clean-slate approach to everything.

With no office space yet, senior engineer Leo Hilke begins interviewing engineers on the sofa in his living room.

We choose Spring Hill, Tennessee, as our home.

Team leader Leo Hilke challenges transmission engineer Bob Downs to complete his dream automatic in time—then decides to "get the back out of the way and trust." (Which pays off with 27 patents.)

A team of engineers led by Beth Miskinis tells president Skip LeFauve that they want to redesign the Saturn interior; then they burn the midnight oil for three months to make it more airy and comfortable.

To protect the environment in Spring Hill, we create our own Citizen Environmental Council.

We handpick our first 26 car dealers—soon to be known as "retailers"—from across the country.

Popular Science magazine names Saturn one of "The Year's 100 Greatest Achievements in Science and Technology."

Saturn rejects names like "Radical Rouge" and "Cherry Delight" in favor of a more straightforward name for a paint color: "Medium Red."

Saturn retailers start holding customer picnics and service clinics to forge friendships with owners.

AAA names the Saturn coupe "Best Car" in the $10,000–$15,000 category.

We rank number one in new-car sales per retail facility—the first time in 15 years that a domestic nameplate tops the list.

Saturn is the highest-ranking domestic nameplate in the 1992 J.D. Power and Associates Customer Satisfaction Index.

The Saturn SL is named 1993 "Best in Class under $10,000" by *Kiplinger's Personal Finance Magazine.*

Consumers Digest magazine lists the Saturn sedans and wagons among the 1993 "Best Buys in Compact Class."

We produce our 500,000th car.

IntelliChoice selects the 1993 Saturn SL as the "Best American Car Value under $13,000" and the "Best Overall Value in the Compact Class under $16,500."

We proudly introduce our 1995 line of Saturn cars.

A veteran engineer conceives of using lost-foam casting to produce engine parts. It's a sophisticated process, never before applied on such a massive scale.

Saturn and the United Auto Workers create a revolutionary agreement—so simple it fits in a shirt pocket instead of a three-inch-thick binder.

We break ground on our 4-million-square-foot manufacturing facility in Spring Hill.

We harvest our first crop of soybeans from 800 Spring Hill acres. (Hey, our first real income!)

Structural engineer Ken Wanner buys seven import vehicles and smashes them into a wall—a first step toward creating a "crash-worthy" competitor.

Saturn families begin weekly get-togethers in Spring Hill to make friends and explore the community.

Going beyond plans for a simple snow switch, engineer Rim Mikenas and his team begin work on a traction control system (later patented) for all Saturn automatics with anti-lock brakes.

A car with a stock Saturn engine wins a four-hour endurance race at Sears Point Raceway—the first victory for an all-new vehicle since Mercedes-Benz won in 1954.

Popular Mechanics magazine gives Saturn the 1991 "Design and Engineering Award" for "manufacturing processes that result in exceptionally high quality for an all-new vehicle."

Home Mechanix magazine names Saturn the 1991 "Easy Maintenance Car of the Year."

Saturn publishes the first issue of *Visions*, a quarterly newsletter for team members, retailers, and customers.

Motorweek/PBS gives Saturn the 1992 "Driver's Choice Award for Best Small Car"—for the second year in a row.

Motor Trend magazine names the Saturn SL among the 1993 "Top Ten Domestic Buys."

Saturn receives the 1993 "Technology of the Year" award from *Automobile* magazine for our affordable and innovative traction control system.

An industry survey reports that we averaged 1,072 new-car sales per retail facility in 1992. (Honda was second with 634.)

We announce an operating profit for the entire calendar year 1993.

The Saturn Homecoming brings 38,000 Saturn enthusiasts to Spring Hill to celebrate our first five years.

The SC2 comes with P195/60R15 87H all-season tires—also known as Firehawk GTA Performance Series Radials—specially designed for Saturn by Firestone. (Thanks, Firestone.)

Saturn engines are designed with a wide stroke and bore, for plenty of power early in the torque curve. To see what we mean, try a simple demonstration: Put your foot on the pedal. Then, when the light turns green, press. (Any questions?)

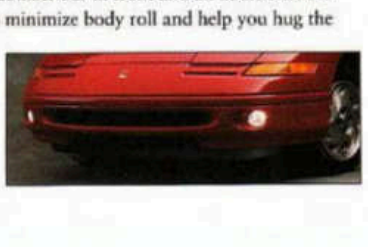
This year, all Saturns come with manual three-point seatbelts. And the front shoulder belts in the SC1 and SC2 are height-adjustable, so you can position them to fit you just right.

For 1995, the Saturn cockpit has been redesigned. Inside, you'll find a new instrument panel with comelier curves, and a gauge cluster with cleaner, clearer controls.

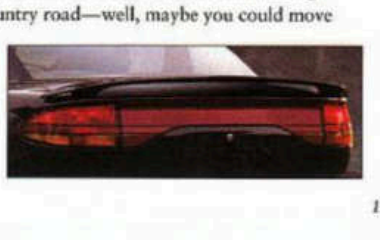
SC2

If your idea of unwinding after a hard day at work is a long drive home across twisting, turning highways, over hills and down dales, then maybe your hands should be gripping the leather-wrapped steering wheel of a Saturn SC2.

- A highly motivated engine—our 1.9-liter 16-valve dual-overhead-cam multi-port fuel-injected performance model, delivering 122 foot-pounds of torque at 4,800 rpm, and 118 foot-pounds of torque at just 2,400 rpm.
- The same sport-tuned suspension found on all Saturns, but with a larger stabilizer bar in front and an additional bar on the rear—to minimize body roll and help you hug the sharpest curves.

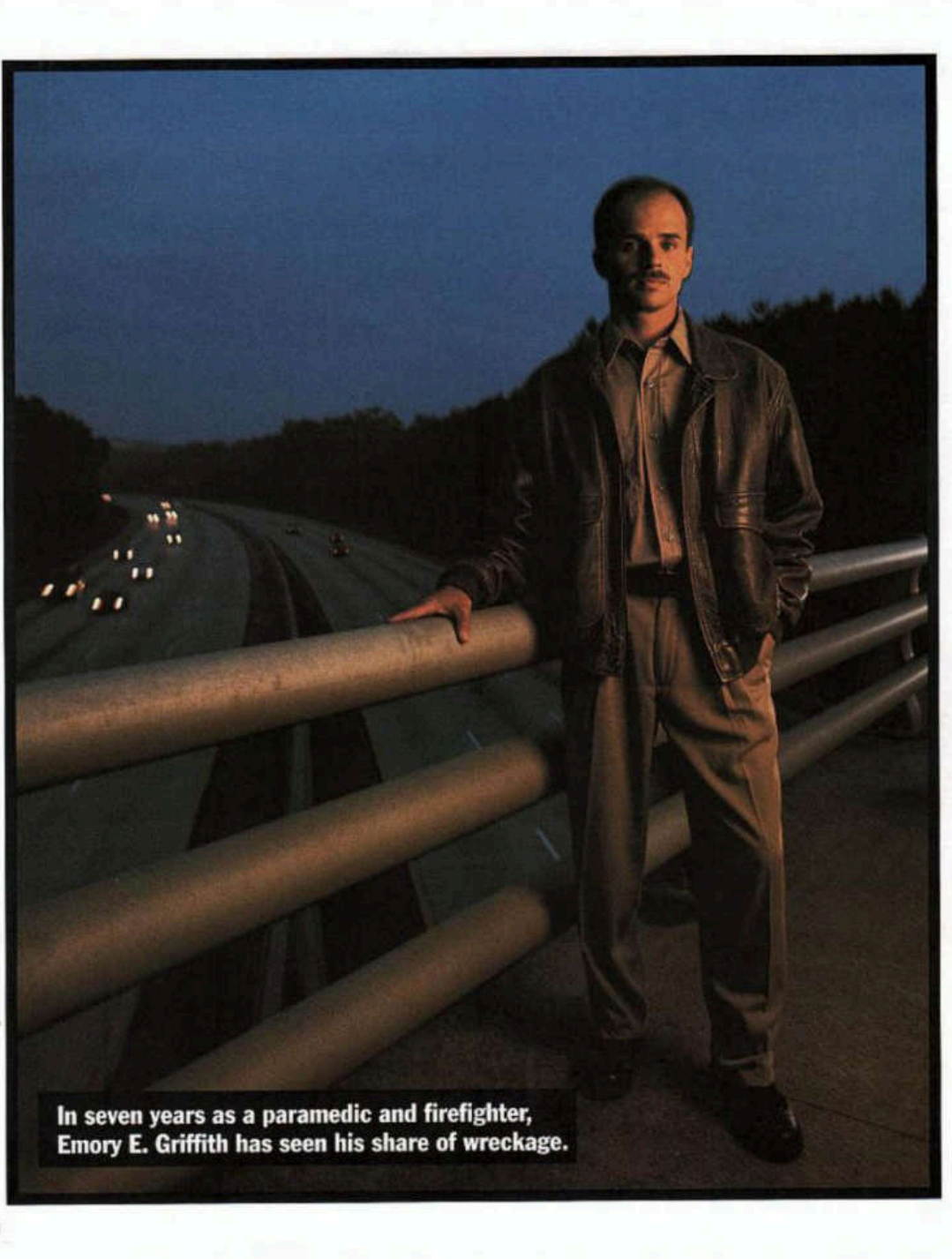


- New foglamps, optional on both the SC1 and SC2, for even better visibility on misty mornings.
- Five-speed, close-ratio manual transmission—that is, unless you choose our optional automatic. And if you also opt for anti-lock brakes, you get electronic traction control, too—to help you stay in control when you cross a puddle of mud, a patch of ice, a pool of oil, or another slippery surface.
- For 1995, the SC1 and SC2 sport redesigned front fascias, the SC2 has new rear styling—and if you're *really* enamored of aerodynamic styling, you can also get our dashing new rear spoiler on either coupe.



So if your everyday commute doesn't involve a tantalizing stretch of back-country road—well, maybe you could move to a more distant town.

In the meantime, why not take the long way home?



In seven years as a paramedic and firefighter, Emory E. Griffith has seen his share of wreckage.

Endurance: As our lead structural engineer told us, way back when: "You people can't just design this car to perform—that's easy. You've got to design it to protect."

CRUNCH.

A frank discussion of crumple zones, passenger cages, and the meaning of safety.

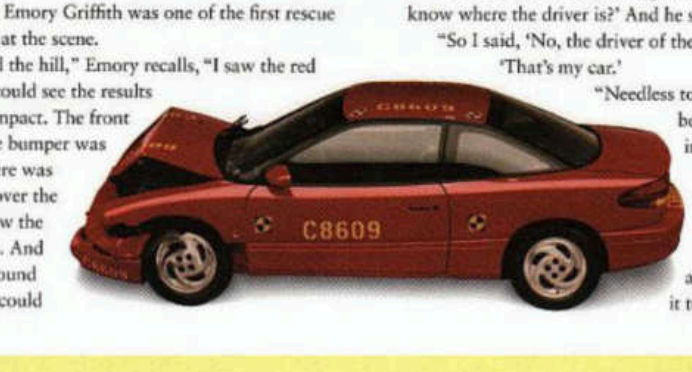
On January 5, 1993, at around 1:30 P.M., on Highway 23 in Gwinnett County, Georgia, a pickup truck crashed into a four-door sedan.

Minutes later, Emory Griffith was one of the first rescue workers to arrive at the scene.

"As we topped the hill," Emory recalls, "I saw the red truck first, and I could see the results of a pretty hard impact. The front had crumpled, the bumper was displaced, and there was radiator fluid all over the ground. Then I saw the little white Saturn. And when I walked around and had a look, I could see that even though the car had taken a big hit, the passenger compartment was hardly affected.

"There was a man standing there, and I asked, 'Do you know where the driver is?' And he said, 'I'm the driver.'

"So I said, 'No, the driver of the white car,' and he said, 'That's my car.'



"Needless to say, I was impressed—because the guy was without injury.

"I was familiar with the Saturn spaceframe, so I'd have expected it to hold up well," Emory adds. "But I didn't expect it to hold up quite like *that*."

Given his years of public safety work, Emory Griffith has seen how hundreds of cars hold up when it matters most—in accidents. And though he admits he's no biomedical or engineering expert, he's had the opportunity to see practically every kind of safety feature put to the test.

His primary observation: "It's not necessarily just the size of a vehicle that makes you safe, it's also how that vehicle is engineered.

"Take a frontal or rear-end collision, for example. If you see one vehicle that looks severely damaged in the front or the back, and another vehicle that shows less damage, you might think that the person in the second car was better off.

"But that's not necessarily the case, because those front and rear 'crumple zones' are designed to crush and help absorb the energy of a collision. So, even though the first car might look worse, you would much rather have the car absorb the impact than the occupants.

"But between those crumple zones," he continues, "you want the passenger compartment to maintain as much structural integrity as it can. And that's where the spaceframe comes in."

According to Emory, a lot of people still don't know what a spaceframe does. "Some people think that the more metal they have around them, the better off they are—and some still expect to see traditional steel panels on the sides of cars," he adds. "But it's the spaceframe that creates structural integrity in a Saturn—that's what's helping to keep the other guy's bumper out of your lap. I'm glad to see automakers designing cars this way."

In addition to crumple zones and a state-of-the-art spaceframe wrapped around him, Emory says there are a few other features he'd ask for in any car he drives—beginning with a lap/shoulder belt system and airbags.

"Most collisions involve a series of impacts," he explains. "First, your vehicle decelerates—and it should absorb the greatest amount of that energy. Second, your body decelerates as it's restrained by seatbelts and airbags inside the car. Third, your internal organs feel the deceleration caused by the vehicle and the restraints.

"The more deceleration that can be absorbed in the first and second impacts, the less your body will have to endure in the third."

All of which brings us to something else Emory feels pretty strongly about, something he says people sometimes miss: Airbags and seatbelts are supposed to supplement each other—not substitute for each other—so it's still vital to buckle up at all times.

"By the way," he adds, "it's important to know how to properly wear a seatbelt. You need both a shoulder belt and a lap belt. And the lap belt should span the strong portion of your hip—it should pass low over your hip bones, not high over your abdomen."

Not surprisingly, Emory's primary interest is in features that will help protect him in case of a sudden impact. But he also looks for features that will help him avoid such adventures.

High on his list these days are anti-lock brakes—especially now that he's attending the police academy and taking classes in high-speed maneuvering, sudden braking, and a technique called "threshold braking."

"Threshold braking means applying the maximum amount of brake pressure allowable before the point where the wheels lock up. Because as long as your wheels are turning, you can still have some steering control over the vehicle. And that's what anti-lock brakes do for you automatically—keep your wheels from locking. 'Maintaining rolling friction' is what it's called."

Finally, to make the most of that rolling friction, Emory prefers a car with "a nice engine—something that will allow adequate acceleration" to help get him out of dicey situations.

Though he describes himself as a very defensive driver, most of Emory's driving experience lately has been in ambulances, fire trucks, and police cars—all of which are a little different from the vehicles most people maneuver.

But his perspective on consumer cars is perhaps best summed up in the letter he wrote to Saturn, describing the accident that began this story: "It is designs such as Saturn's that make my job just a bit easier."

With numerous strategically placed steel reinforcements and structural welds, Saturn's steel spaceframe is the underlying structure of the car.

Building crashworthiness into every car.

Safety has always been among the highest priorities at Saturn. That's why our structural engineers go to such great lengths when they design, analyze, and test our cars.

Starting in the lab First, they make use of a Cray Research supercomputer and sophisticated programs called PAMCRASH and LS DYNA 3D to simulate accidents. On the computer screen, they can freeze these simulated crashes at any point for an exhaustive analysis of a design's effectiveness in preventing human injury.

Then they test their designs in real collisions—except that in place of real passengers, they take "Hybrid III" anthropomorphic test devices (also known as crash-test dummies), put them in cars, and crash them into walls at speeds in excess of thirty miles an hour.

Sitting pretty—or not Because we know drivers and passengers come in many different shapes and sizes, we test with a number of different-sized models in addition to the government-mandated five-feet-eight-inch, 179-pound, 50th-percentile (in other words, average) males. These range from a delicate, four-foot-eleven, 112-pound female to a burly, six-foot, 234-pound male—and even a few kids and a six-month-old infant.

Then, because we've seen the way some people drive, we perform some tests with our dummies in seat positions in addition to the ones specified by the government, and some at speeds higher than those mandated—to account for a range of variations in vehicle weight, materials, and optional equipment.

Working from the inside out All this meticulous measuring and testing exemplifies the dedication Saturn engineers demand of themselves, above and beyond what the rules may require—and their commitment to embody that effort in every car they design.

It begins with the spaceframe, also known as a "reinforced passenger cage," a sturdy structure that helps protect the car's occupants even without bodyside panels. And crumple zones fore and aft are designed to help absorb the energy of front and rear impacts.

On the inside, all Saturns now have dual airbags and three-point manual seatbelts (with adjustable front shoulder guide-loops on the coupes). In addition, the instrument panel now comes with redesigned knee bolsters and a padded "brow" on the passenger's side (which also helps direct the passenger's airbag to the right place as it inflates). And under the rear seat cushions, special ramps help prevent "submarining"—the tendency of some people, particularly small ones, to slide forward and under their belts in certain kinds of impacts.

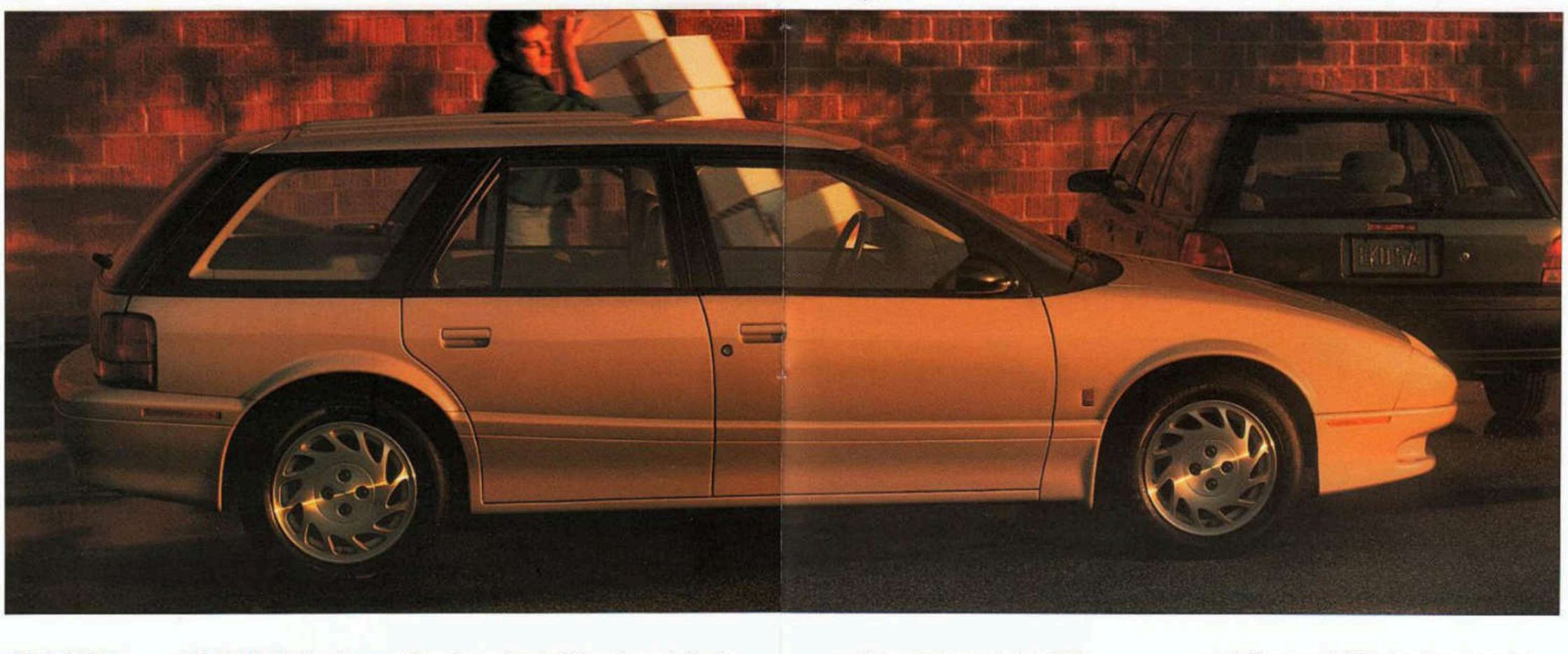
Staying out of trouble For extra help steering clear of danger, anti-lock brakes and traction control are available on most Saturn cars. And for a little extra peace of mind, there's even a security feature to our power door locks—so when you unlock the driver's door, you won't also unlock all the others unless you intend to.

The SW1 and SW2 give you excellent visibility to rear angles—and with a washer and wiper on the rear window, you shouldn't miss a thing.

Many cars in Saturn's class contain a rubber timing belt, which, if it breaks, can mean bent valves and a bonker of a repair bill. One good reason why all Saturns come with a sturdy steel timing chain, instead.

No need to shelter your new Saturn in the farthest corner of the supermarket parking lot. The bodyside panels on all our cars are made of flexible polymer, a material that's more resilient than steel, to help ward off dents and dings.

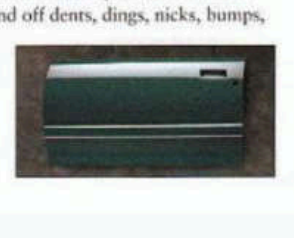
A Saturn wagon boasts 90.1 cubic feet of passenger space and 24 cubic feet of cargo space—for example, it'll easily hold a 21-inch TV set, still in its box—or a generous 56.3 cubic feet of cargo space with the rear seats down.



SW1 & SW2

Does the thought of driving a wagon make you feel just a little too grown-up for comfort? Then take a spin in a Saturn SW1 or Saturn SW2—and appreciate how nice it is to be old enough to drive.

- A bounteous 56.3 cubic feet of space with the rear seats down, to hold just about anything you tend to tote—say, a surfboard, three sacks of oranges, and two pudgy dogs.
- Dent-resistant polymer bodyside panels, coated with paint that actually gives and bounces back upon most kinds of minor impacts, to help fend off dents, dings, nicks, bumps, and chips. What's more, they simply refuse to rust or oxidize.

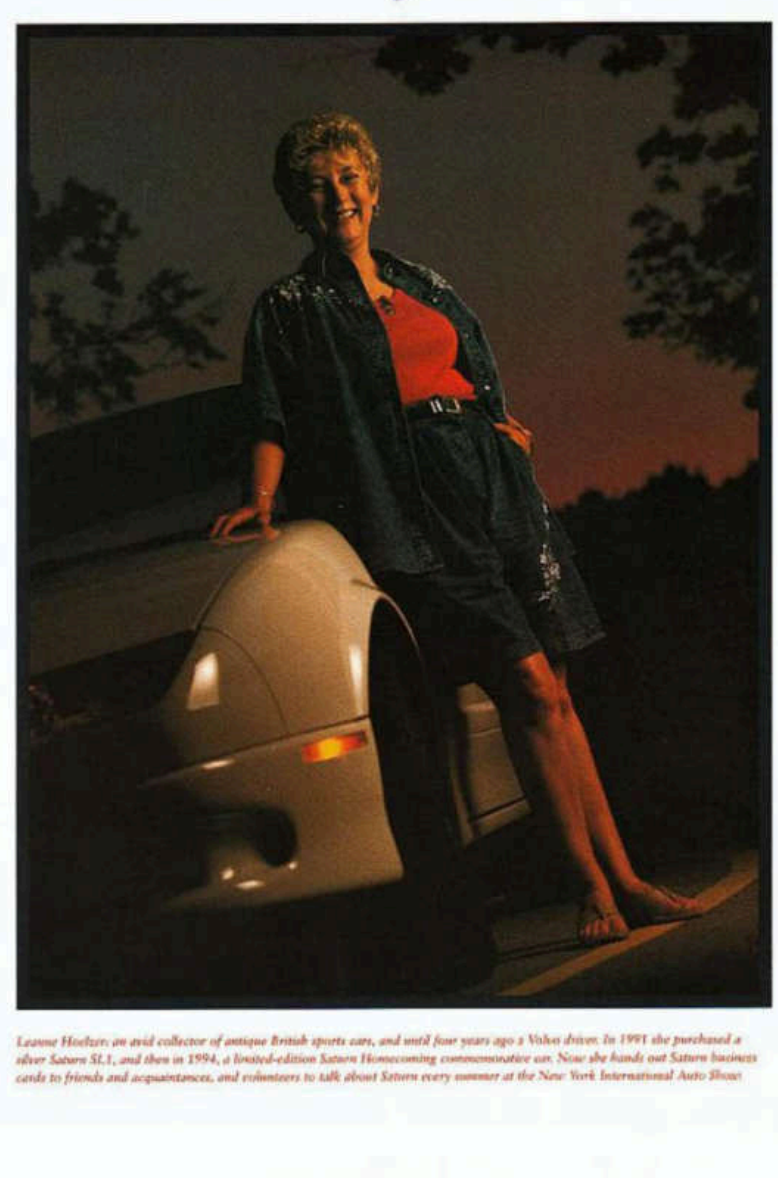


- Saturn's 1.9-liter single-overhead-cam engine (in the SW1) and dual-overhead-cam engine (in the SW2).
- Thoughtful touches by our design team—like the handy net in the cargo area (to keep those oranges and things from rolling around).
- A tight and rigid body structure, which means we didn't have to weigh our wagons down with a lot of extraneous supports. The wagons are only about 50 pounds heavier than our sedans, and feel and perform a lot like them.

So if it doesn't feel like you're driving a wagon, think of it as a family sports car. And if you haven't gotten around to starting a family yet, well, you can always get more dogs.

From hard-core skeptics to committed loyalists:

Why people buy this car.



Leanne Hoelzer: an avid collector of antique British sports cars, and until four years ago a Volvo driver. In 1991 she purchased a silver Saturn SL1, and then in 1994, a limited-edition Saturn Homecoming commemorative car. Now she hands out Saturn business cards to friends and acquaintances, and volunteers to talk about Saturn every summer at the New York International Auto Show.

Passion: More than anything else, it's the passion of the people involved that really builds our cars. So it's all the more exciting to us to see that same passion in the people who drive them.

They start car clubs in their hometowns. They volunteer to work at auto shows. They spend evenings at maintenance clinics, Saturday afternoons at Saturn owners' barbecues, and even their hard-earned vacation time driving to Spring Hill, Tennessee, for an event called The Saturn Homecoming.

All of which might lead you to wonder what on earth comes over people who buy Saturns. Especially when you stop to consider that many of them (about half, at last survey) would otherwise have bought one import or another, and some even vowed never to slide behind the wheel of an American car again—let alone drive one across the country to meet the people who made it.

Apparently, somewhere along the way, a lot of people have made quite a philosophical U-turn to support our cars and our company. So we called up a few of these self-professed fanatics and asked them why.

LEANNE HOELZER

Actually, I didn't even intend to go into a Saturn store—I was looking at Nissans and Volvos. And of course, everyone was saying they had, you know, the "deal of the minute" for me. So there I was, listening to this sales pitch, when my eyes wandered across the street and I said to my husband, "Hey, that's a cute car. Let's just go see what it is."

Well, it was a 1991 Saturn—the very first model. We went in, and the people were friendly and nice—no big pitch, no pressure. So I said, "Let's just go for a ride."

When we got back, I told the man I liked it—I have a bad back, but this car felt great. Plus it went like a bat out of hell. And he said, "You know, if you change your mind, you have 30 days to bring it back." And I said, "Uh-huh. Right. What are you going to do for me in three years when I come in for service?" And he said, "No, no, we'll still be nice." And I said, "I don't believe this."

I think a lot of people go into Saturn stores with a wiseacre attitude. But once you spend time with these people, they change your mind. There's nothing mysterious about it, they just go out of their way to be nice. I'm on my second Saturn now, and every time I've needed something—even something like a ride to my haircut one day when I took my car in for a checkup—it's been, "No problem, Leanne." So I feel like anything I can do for them in return, I'll do.

Oscar and Joan Morales

In 1991, they gave their Toyota to Oscar's son and bought a red Saturn SL2—which, this past June, they drove from Tampa to Spring Hill to attend The Saturn Homecoming.

It is kind of weird. We never felt this way about a car before. But right away, when we bought it, we were made to feel important.

For example, every time we go in for an oil change, we're always amazed that they know us by name. And it may sound corny, but they treat us like we're part of a family.

We feel that the people at Saturn will be there for us.

Patti Asper

Her first car was a Volkswagen, but she says her last will be a Saturn. In 1992, she bought a blue SL2, and in 1993, she traded it for a gold SC2. Now she's starting a Saturn Owners' Club.

In the beginning, I was very skeptical myself. I said, "I'm not going to take a chance on a car this new."

But then I drove one and saw just how much you get for the money. And it was so much fun to drive—even today, I sometimes go out of my way on the drive to work, just to stay in my car a little longer.

And since I got this car, I've had so many people come up to me and talk about it; I've met so many people who feel the same way I do about their Saturns, it's just outrageous.

Delores & Charles Bryant

After their Nissan was totaled, they bought an aquamarine 1994 Saturn SC2. Since then, they've volunteered to talk about their Saturn at their local Lilac and Strawberry Festivals.

We've never gotten this involved with other cars before; we just never felt that attached to them.

But you know what? We went to a festival where they were raffling off a Saturn, and we had to pull ours up on the grass because so many people gathered around to look at it.

They said, "We want that one. Why don't they raffle that one, too?" And we said, "Nope. No way. This is our baby."

The rear seats in all Saturns split 60/40, and you can put either side down to accommodate whatever combination of people, pets, and packages you happen to be hauling.

If you like to sit on a leather surface and handle a leather-wrapped parking-brake handle, gearshift knob, and steering wheel (the steering wheel is standard on the SC2), our leather option comes in tan (SL2, SC2, and SW2), and black (SC2).

Saturn's optional air-conditioning system uses CFC-free refrigerant, so it'll go easy on the ozone while it's helping you keep your cool.

Feast your ears on your audio options: an AM/FM stereo with cassette player, a five-band graphic equalizer, coaxial front speakers/extended-range rear speakers. Then roll up the windows and sing along.

Interiors

By now you've probably noticed that we worked hard to make our cars look nice on the outside. But we also figured that unless your relish for washing and buffing borders on the obsessive, you'll spend more time inside your Saturn than you'll spend outside ogling its shapely panels and admiring its glossy finish. So we planned accordingly:

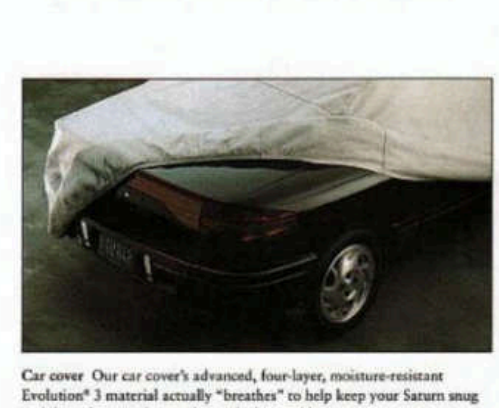
- An open, airy feel to the cabin, with great visibility both in front and to the rear.
- A redesigned instrument panel with smooth curves, redesigned knee bolsters, and dual airbags.
- Child-security locks—though little fingers like to fiddle with buttons, the rear doors won't open until you say so.
- "Logic" switches: meaning that up means up and down means down. Most can be operated with a single touch. And our optional power windows come with an "auto express" feature on the driver's side, so you can open the window all the way without holding the button down. Just press once, and presto.
- Two cupholders with a movable ashtray, which you can easily place where it's most useful, and a center console with plenty of storage space.
- Lots of additional places for your stuff: map pockets in the doors and a glovebox that's large and deep; mesh pockets on the front passenger seatbacks in the SL2, SC2, and SW2; and a roomy rear-seat console in the SC1 and SC2.
- A nice, wide cargo area opening, designed for easy loading and unloading (or embarking and disembarking, in the case of canine passengers).

By the time you've inspected all the details, you'll probably notice that our engineers' interest in ergonomics actually *does* border on the obsessive. But that's OK—it's their job.

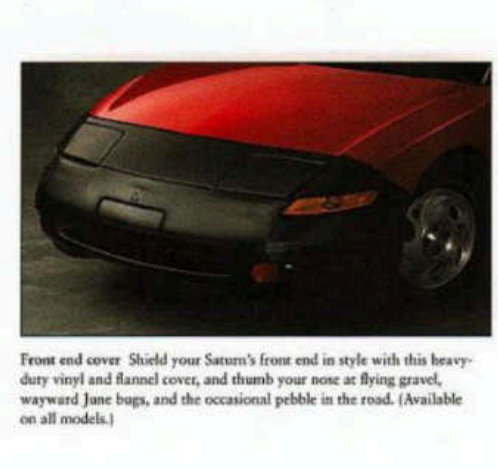
Stuff to stick on your car.

Your Saturn retailer can outfit your car with an assortment of special accessories—nets, racks, mats, mirrors, and more—in addition to the usual car-care kits and paint touch-up sets. So load up.

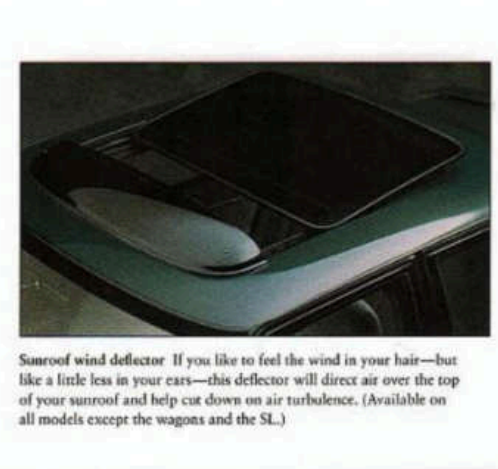
Roof rack and attachments This corrosion-resistant, aerodynamically styled rack comfortably carries your gear, and secures it with a sturdy lock. And it's a cinch to add attachments for bikes, skis, surfboards, and whatnot. (Available on all models.)



Car cover Our car cover's advanced, four-layer, moisture-resistant Evolution® 3 material actually "breathes" to help keep your Saturn snug and dry, whatever the weather. A locking cable secures it to your car. (Available on all models except the wagons.)



Front end cover Shield your Saturn's front end in style with this heavy-duty vinyl and flannel cover, and thumb your nose at flying gravel, wayward June bugs, and the occasional pebble in the road. (Available on all models.)



Sunroof wind deflector If you like to feel the wind in your hair—but like a little less in your ears—this deflector will direct air over the top of your sunroof and help cut down on air turbulence. (Available on all models except the wagons and the SL.)

Convenience net This tough, stretchy, Lycra®-covered net will keep stuff from sliding around in your cargo area. It's just the thing to hold grocery bags upright all the way home. (And, by the way, it's standard on our wagons.)

Center armrest Now you can rest your elbow and cache coins, cassettes, and CDs in a locking compartment. This handy armrest is colored tan or grey to complement your car's interior, too. (Available on all models.)

Wheel locks These hardy locks will keep thieving hands off your Saturn's wheels. They're easy to install, and designed to maintain wheel balance. (Available on all models.)

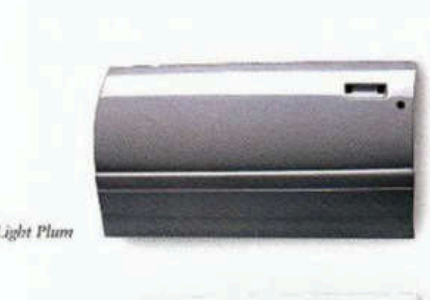
Floor mats These mats are designed and colored tan or grey to go nicely on the floor of any Saturn. There, they'll help shield your carpets from splashes, spills, and filthy feet. (Available on all models.)

Engine block heater Even on the chilliest of winter nights, this will keep your Saturn's engine warm till morning. Just plug our engine block heater into any 110-volt outlet, and rest easy. (Available on all models.)

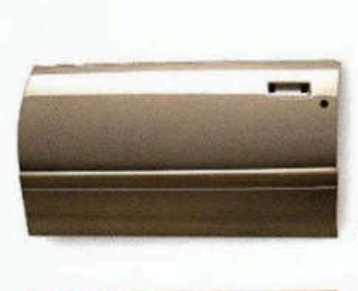
Vanity mirror Simply stick this little mirror on the back of your driver-side visor to be sure you arrive at your destination with every hair in place. (Available on all models.)

Passenger-side mirror Saturn's passenger-side mirror gives you extra visibility for changing lanes, sneaking out of a parking space, or just keeping an eye on that guy coming up behind you. (Standard on all models except the SL.)

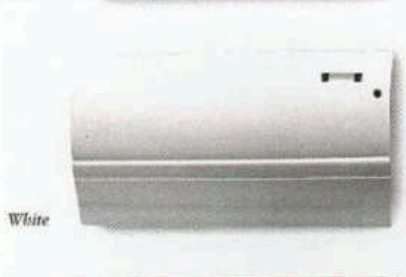
Hues to choose.



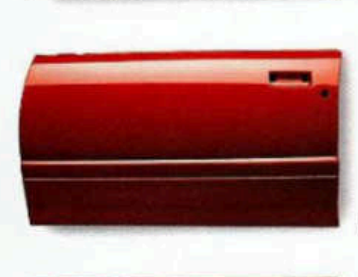
Light Plum



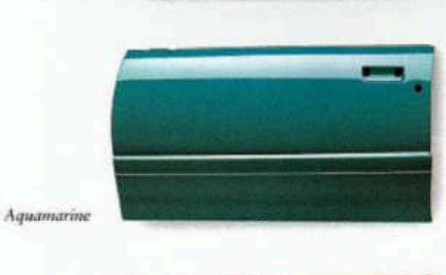
Gold



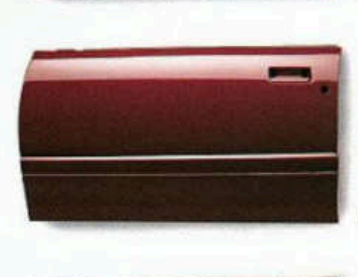
White



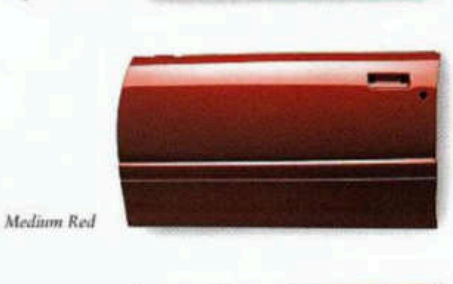
Red



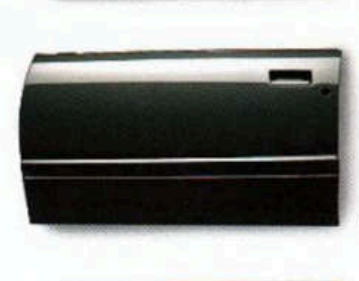
Aquamarine



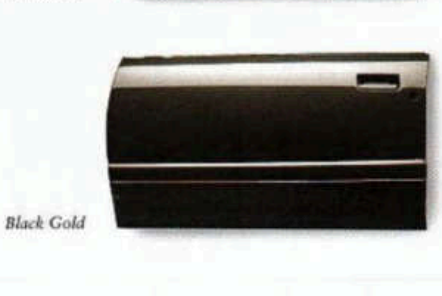
Plum



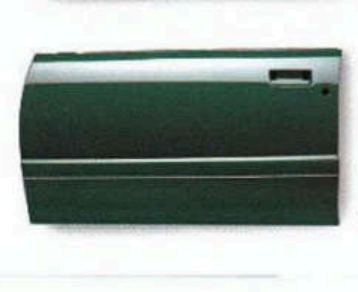
Medium Red



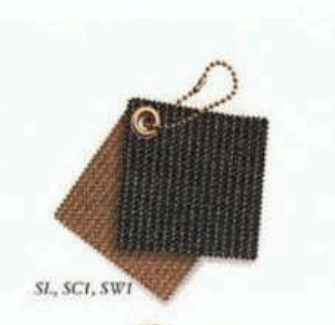
Blue Black



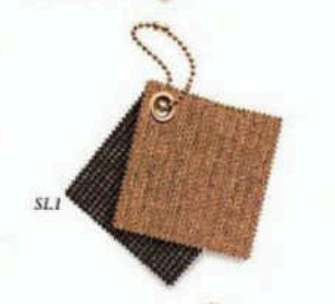
Black Gold



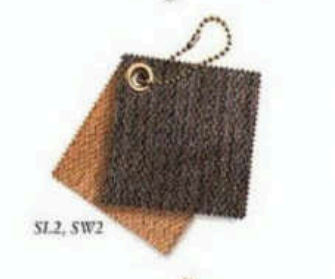
Blue Green



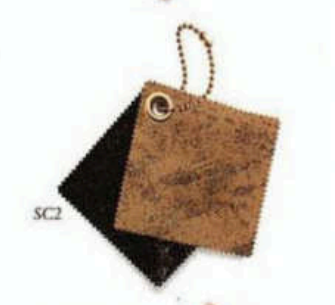
SL, SC1, SW1



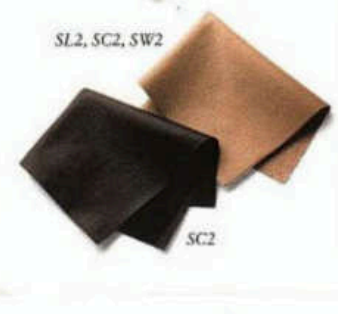
SL1



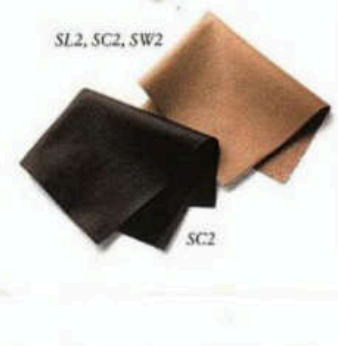
SL2, SW2



SC2



SL2, SC2, SW2



SC2

SL

Exterior	Standard Cloth
Blue Black	Grey or Tan
Gold	Tan
Medium Red	Grey or Tan
Plum	Grey
White	Grey or Tan

SL1

Exterior	Standard Cloth
Aquamarine	Grey
Blue Black	Grey or Tan
Blue Green	Grey or Tan
Gold	Tan
Light Plum	Grey
Medium Red	Grey or Tan
Plum	Grey
White	Grey or Tan

SL2

Exterior	Standard Cloth	Optional Leather
Aquamarine	Grey	Not Available
Blue Black	Grey or Tan	Tan
Blue Green	Grey or Tan	Tan
Gold	Tan	Tan
Light Plum	Grey	Not Available
Medium Red	Grey or Tan	Tan
Plum	Grey or Tan	Tan
White	Grey or Tan	Tan

SC1

Exterior	Standard Cloth
Aquamarine	Grey
Black Gold	Tan
Light Plum*	Grey
Plum	Grey or Tan
Red	Grey or Tan
White	Grey or Tan

*Late availability

SC2

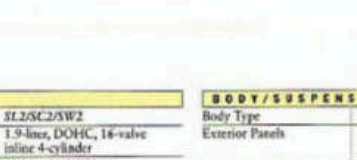
Exterior	Stripe	Standard Cloth	Optional Leather
Aquamarine	Silver	Black	Black
Black Gold	Gold	Black or Tan	Black or Tan
Gold	Black	Black or Tan	Black or Tan
Light Plum*	Black	Black	Black
Plum	Gold	Black or Tan	Black or Tan
Red	Gold	Black or Tan	Black or Tan
White	Gold	Black or Tan	Black or Tan

*Late availability

SW1

Exterior	Standard Cloth
Blue Black	Grey or Tan
Blue Green	Grey or Tan
Gold	Tan
Medium Red	Grey or Tan
Plum	Grey or Tan
White	Grey or Tan

SW2



Exterior	Standard Cloth	Optional Leather
Blue Black	Grey or Tan	Tan
Blue Green	Grey or Tan	Tan
Gold	Tan	Tan
Medium Red	Grey or Tan	Tan
Plum	Grey or Tan	Tan
White	Grey or Tan	Tan

Specifications

TECHNICAL FEATURES

INTERIOR/SEAT TRIM

ENGINE AND ELECTRICAL

BODY/SUSPENSION/CHASSIS

KEY

S Standard Equipment
A Accessory (Retailer Installed)
O Option (Factory Installed)
I Included in Factory Option Package
N Not Available

A WORD ABOUT THE SATURN SERVICE PLAN

Every Saturn owner has different needs. That's why Saturn offers several Saturn Service Plan options to supplement an owner's warranty coverage. Some cover the powertrain only, and others cover virtually the entire car. Together with the other Owner Protection Plan features, the Saturn Service Plan—fully backed by Saturn—offers greater convenience and added peace of mind. Coverage available up to *6 years or 100,000 miles*, whichever comes first.

A WORD ABOUT UPDATED SERVICE INFORMATION

Saturn regularly sends its retailers useful service bulletins about Saturn products. Saturn monitors product performance in the field. We then prepare bulletins for servicing our products better. Now you can get these bulletins, too. Ask your retailer. For ordering information, call 1-800-553-6000.

Owner Assistance: If Saturn owners need help, or just have questions about their cars, they can call their retailers and ask for the Customer Assistance Liaison, who personally handles the requests. Or, Saturn owners can take advantage of a direct link to Saturn by calling the Saturn Assistance Center at 1-800-553-6000.

See your Saturn retailer for more details about the Owner Protection Plan.

SATURN

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