

B R E A K A W A Y

*Trials: An Andalusian
serenade for the Saxo*

I N T E R N A T I O N A L

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The customer comes first!*

S P O T L I G H T

*DTII: Information technology,
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T R A I N I N G

Xantia: A Citroën Xantia in kit-form

double chevron



AUTOMOBILES CITROËN INTERNATIONAL NEWS MAGAZINE • No. 13 • SPRING 1996



The bloom of youth

This issue of Double Chevron pays tribute to bright young things. Like the Saxo, for example, a car in the first blush of youth. The verve and spirit of Citroën's youngest model is combined with the roadholding excellence, comfort and safety handed down from the elders of the family. The Saxo is "the small car for people who think big". Julien Margency put the dashing Saxo through its paces on the roads of Andalusia.



Still on the topic of youth on the road, Double Chevron travelled to the Nord-Pas-de-Calais region, where young learner-drivers flocked to take part in a competition offering an AX Spot as first prize. As we know, nothing moves you like a Citroën. And nothing else can transport you to

the four corners of the earth, be a wedding present or an indispensable career asset - all at the same time. We can move you to places you've never been before. Behind this is the *je ne sais quoi*: call it innovation, know-how, or the spirit of youth. The Spring issue of Double Chevron gives you an example of all three with

the Data Processing Division, our Austrian subsidiary, and an interview with Philippe Wambergue, driver of a ZX Rallye Raid. We also introduce you to the people

whose innovative training course is helping our staff to offer high-quality service. Double Chevron also talked to film stars Christophe Lambert and Richard Anconina - moved by a Citroën Evasion in their latest movie. And that brings us back to our starting point: the talent of youth.

BERNARD GUERREAU
DIRECTOR OF CORPORATE COMMUNICATIONS

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From preliminary design to vehicle delivery, the Data Processing Division initiates, validates and inspects computing resources and networks.



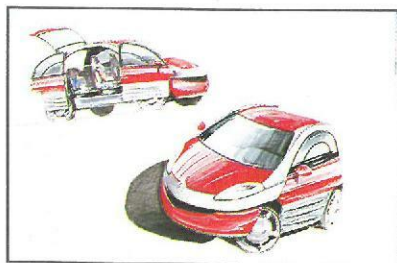


Citroën loves comic books

To celebrate the centenary of the comic book, Citroën has placed a C15 Mixta at the disposal of the Belgian Comic Book Centre for a period of three years. Belgium is celebrating the centenary in style and the van will be used to stage a number of events around the country, including exhibitions, lessons for would-be artists and competitions. The event is sponsored by His Royal Highness, King Albert. Painted in the centre's colours, the C15 proudly bears the statement *Citroën aime la BD* (Citroën loves comic books). And the marque appears to be loved in return since some of the biggest names in the business, including Hergé and Franquin, have turned Citroën into a storybook hero.

The 2CV, a car for the year 2000

Jiang Chen from China recently won third prize in the industry's most prestigious automotive design competition with his innovative restyled 2CV. The theme of the event,



which was organized by Designers Europe, was "a European family car for the year 2000". Participants were asked to develop a European family car accommodating 4 or 5 people and with a length not exceeding 4.350 m.

Citroën in Brussels

The 74th International Car and Motorbike Exhibition was held between 18 and 28 January in Brussels. Citroën was present with its entire range of passenger cars, and a few family versions of mixed vehicles. A total 620 sales were made on the stand. The ZX Rallye Raid and a simulated Xantia Activa were also on display. Thirty-six Citroën vehicles (with specialist drivers) were available to customers for tests. Vehicles running on electricity and



other non-conventional sources of energy were displayed on the Citelec stand. Citroën presented an AX Electric, while the PSA Peugeot Citroën Group showed a Tulip. A new concept in urban travel, the Tulip is a two-seater electric vehicle rented out on a subscription basis. A central station handles the management, reservation, maintenance and invoicing of vehicles. The two-seater is recharged automatically by a process of induction in specially reserved spaces at Tulip relay points.

AX on ice

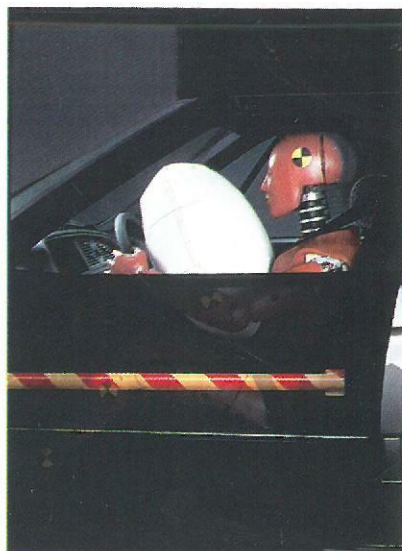
The first AX Ice-Driving Cup was won by Marc Amourette, who had the highest number of points calculated on the basis of the four best results out of seven races. A new promotional formula organized by Citroën Sport, the AX Ice-Driving Cup follows on



from the 1995-1996 Andros Trophy. The races were held between 9 December 1995 and 17 February 1996. The challenge was open to drivers of any nationality, provided that they were over 16 and held an international driver's license from the Fédération Internationale de l'Automobile. The Citroën AX GTi was the only type of cars authorized to run. Vehicles were equipped with a specific kit sold by Citroën Sport, which also supplies such items as springs, flexible torsion bars and adjustable brake-proportioning systems.

Even safer than before

Safety is one of the main criteria applied by Swiss car buyers. Responding to customer requirements, Citroën Switzerland decided last January to install twin airbags as standard on the Evasion, XM and Xantia. In this way, the Swiss subsidiary is seeking to optimize passive safety in the event of an accident, and to increase road safety generally.



Citroën gives 63 cars to students

In 1995, Automobiles Citroën gave 63 ZXs, Xantias and XMs to car maintenance training departments. Vehicles are equipped with the most recent equipment so students studying after-sales services are able to work on the models that they will be asked to repair during the course of their careers. The marque plans to supply schools with more cars in 1996.

The Saxo goes before the inspectors

When the Saxo was launched in February, it was presented to 30 inspectors specializing in industrial sciences and techniques, economics and management. The manager of Peugeot



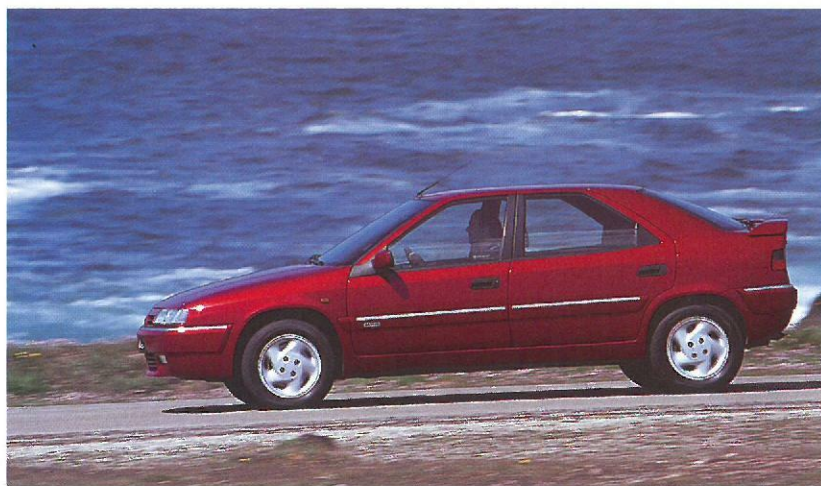
Citroën Industrie, François Foll, also described the organization and methodology used to set up the Saxo production system, a process that was part of the project management approach.

Citroën takes teachers back to school

In January of this year, Citroën organized a series of conferences for 50 car maintenance teachers from the Lyons area. The topics addressed were: the changing face of the marque's automotive product and the after-sales service.

Jumpers purchased for the Belgian army

The Belgian army will soon be driving Jumper Combi Conforts (bodywork



colour: Oran green) and C15s. The Special Contracts department of Citroën Belgium recently won an order to supply the Belgian army with 217 Jumpers delivered over a period of three years and 194 C15s to be delivered next May.

Citroën attends the French music awards

For the third consecutive year, Citroën provided the transport for the French classical music and popular music awards.

Some one dozen XMs and Evasions transported singers and musicians to the Palais des Congrès in Paris for the award ceremonies held on 6 and 12 February last both events were also shown on television.

AX GTi challenge, ready to go!

The eight races making up the 1996 AX GTi challenge organized by Citroën Total Michelin Facom, will begin on 13 April in Sainte-Baume and



end on 10 November. Prizes worth FFr 122,000 will be awarded for each race, with FFr 21,000 going to the winner. The general rankings will include a special "1st Michelin chevron" category reserved for drivers born after 1 January 1971. This special class offers bonuses ranging from FFr 5,000 to FFr 1,000 for the first five drivers to cross the finishing line. The driver with the highest number of points in the final rankings will win a ZX 16V Coupé and FFr 30,000.

Citroën works with national education

Last February, as part of the information seminars organized for teachers of technical education, Citroën organized a course on the use of scientific and industrial computing tools as well as a one-day seminar on safety in industry.

**EXCEPTIONNELLEMENT,
CE SOIR, NE COMPTEZ PAS SUR NOUS
POUR LA VARIÉTÉ.**

CITROËN XM, VOITURE OFFICIELLE DES VICTOIRES DE LA MUSIQUE.

An Andalusian serenade

WITH THE SAXO, THOUGHTS TEND TO TAKE A MUSICAL TURN. HEARKENING TO THE DISTANT SOUND OF SPANISH GUITARS, WE DECIDED TO TAKE CITROËN'S LATEST MODEL TO ANDALUSIA, ON THE TRAIL OF THE COMPOSER MANUEL DE FALLA AND HIS BEWITCHING MELODY "LOVE THE ENCHANTER".

Spain is a land of rhythm and harmony - a fact that is immediately obvious to the ear. Any time of the day (or night), the sound of singing echoes from the houses. In the streets, arms held high, young girls practice fandangos and malagueñas, their young hearts already touched by the strains of the flamenco serenade.

Our Saxo 1.6i is red, a shade destined for a country that frequently takes on the bright hues of sangre de Cristo "the blood of Christ": the red-and-white polka-dot dresses worn on Sundays, the red carna-

tions tucked into dark hair - and the red on the sand of the bull-ring in the evenings. The Saxo itself is cherry red. As we drive through Granada, passing under a huge gateway dating from the 17th century, we notice that the heart of the pomegranate, the fruit symbolizing the city, also throws off a blood-coloured light.

Chevrons in Granada

Why choose Granada rather than Seville or Cordoba, and why de Falla? The answer lies in the date. As the first Citroën vehi-



enade for the Saxo

cle to have a name with musical connotations, the Saxo seemed a natural choice to commemorate the fiftieth anniversary of the death of Manuel de Falla, Spain's greatest composer. Although de Falla is not always well known in other countries, he is nevertheless considered as one of the greatest international musicians. He loved France and lived in Paris between 1907 and 1914, where he led a poverty-stricken bohemian life ("counting the ribs on a semiquaver", joked the French composer Erik Satie), in the company of other musical geniuses such as

Albeniz, Debussy and Ravel. In Granada, the author of "Love the Enchanter" and "Short Life" spent the last years of his life living quietly in a house next to the Alhambra, the magnificent Moorish palace. Surrounded by tiered gardens where jets of water make a constant murmur, the modest dwelling looks out over the entire city. The house has become a museum, so small that it can only be visited in tiny groups. It expresses the simplicity - even the austerity - of the composer. Recitals and concerts

are given in a vast auditorium nearby. The sloping alley running next to the house exudes old-fashioned charm. On the low walls stand blue flower pots containing sunshine-yellow lemon trees. More particularly - by coincidence perhaps - the pebbles form a chevron pattern. It would have been a pity for the Saxo to miss that.

To keep the mood alive,





why not have lunch here? The Colombia restaurant overlooks the city's towers and domes. Diners enjoy raw ham from the region, with warm beans in olive oil - good enough to tempt any penitent. Rich Rioja wine is offered as refreshment. After lunch, the visitor can choose between the marvels of the Alhambra palace, the Alcazaba, the Palace of the Nazrids and the gardens of the Generalife. A less cultural but more picturesque option is to stroll through the alleys of the Albaicín quarter, which still bears the exotic traces of eight centuries of Arab domination.

Sensation and suspension

Unlike the old quarter of Granada, the Saxo is just a few months old. Despite its tender age, we spare it nothing on the roads of southern Spain. Not that the roads are bad - the main roads are excellent, even after four months of torrential rain, which do tend to have a negative effect, such as sending bits of motorway into the ravine.

On the road between Granada and Antequera, we give the engine free rein. It releases a surge of power like a mustang let loose: the needle climbs while the rev counter remains stable: at 160 km, it shows a modest 4,500 rotations. Climbing cheerfully to its maximum 185 km/h, the 1.6l Saxo is the sort of car that could make any driver overshoot the speed limit. Driving on the straight or cornering, the

car demonstrates a reassuring level of safety. It is also easy to drive - seeming to anticipate the road. The smooth, safe feel of the power steering contributes to the relaxed mood of the driver, while the ABS brakes are well balanced and prompt to respond.

Giving in to temptation, we leave the motorway and branch off down the minor roads. There, we drink in the desert landscapes, the rustling olive groves, the ancient shepherds leading herds of black pigs - who knows where? Our surroundings are sheer poetry but the roads are either full of potholes or unsurfaced. Just the thing to put any suspension system to the test. The Saxo shows itself to be highly efficient in absorbing all the lumps and bumps we encounter. Its efforts are backed up by the comfortable seats, which provide generous support for the thigh and are neither too hard nor too soft. The curve and the upholstery of the seat and backrest cradle the back and the pelvis. In a word, it's as if somebody had carpeted the road.

In days of yore

Southern Spain used to be a nightmare for travellers. Our jaunt with the Saxo in no way resembles the experience of Alexandre Dumas, author of "The Three Musketeers" and tireless traveller. His novels are well

known, the accounts of his travels less so. One of these narratives is called "From Paris to Cadix" (Mr Dumas was apparently unperturbed by the thought of travelling 2,000 km in a stage coach). He gives a witty account of the rough treatment meted out to travellers by the Spanish roads:

"We left the Hôtel de Las Diligencias in the evening. Pray for those who are forced to endure Spanish roads! My whole body is stiff. I can move only my right hand. As soon as the wheels started to turn, I began to realize the extreme painfulness of the experience that awaited me. The mail-coach was going like the wind, bouncing over the cobblestones as if fitted with elastic wheels. Unfortunately, the interior of the coach had been padded with a parsimonious hand. Once on the main road, the dancing wheels picked up speed. From time to time, I cried out or groaned, as did my fellow travellers. Proutel, travelling to Spain for the tenth time, demonstrated his extreme ingenuity, while I - repeatedly bumping my head against the roof of the coach - suffered a thousand deaths. At one point, I wrapped my head in scarves, hoping to muffle the blows - an exercise that served no purpose whatsoever. So I decided to imitate Proutel. Like him, I hung on to the iron bars of the roof with both hands... an effort that required us to adopt a peculiar half-standing crouched position. The noise was infernal. During the journey I was occasionally thrown onto Proutel, occasionally onto a Spanish gentleman and occasionally onto the hard walls of the coach. The experience went on all night. One of those



nights that after leaving marks all over your body, leave an indelible souvenir in your mind."

Three star-comfort

The picturesque scene described above took place in 1846. One hundred-and-fifty years later (another anniversary), we revel in the all-embracing comfort of the Saxo. The front safety belts, equipped with pretensioners, hold us gently but firmly in place, while the headrests are height- and rake-adjustable. We have already discussed the active safety features of the car. In terms of passive safety, the Saxo's energy-absorbing materials would protect us from



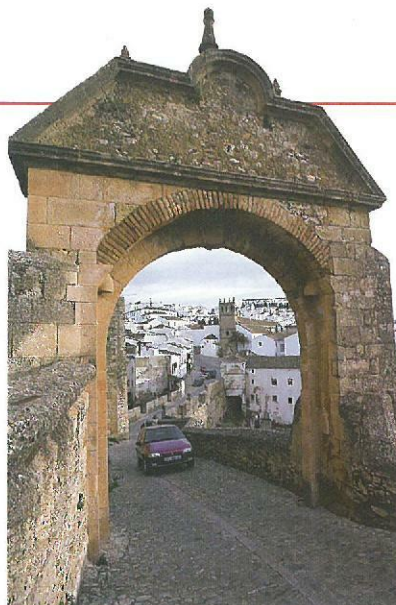
harm, even if a wild bull tried to run us through from the side.

Driving at full speed or zig-zagging between the potholes, the Saxo reveals another facet of its broad talent: acoustic comfort. We enjoy the unspoiled sound of "La Soirée dans Grenade" by Claude Debussy, a man who loved and understood Spain, even though he never visited it.

Pause for thought

On our way to the old Andalusian town of Ronda - home of bull-fighting - we decide to visit Antequera, which is also known for its bull-rings. People who are not interested in bulls will also find that the town has a lot to offer. With its attractive cobbled alleys, roofs with painted tiles and wrought-iron windows, Antequera is a town with a soul.

We then take a curious, typically Spanish road. The first section is deficient, the second flawless and the third high-risk. But it's a pleasure to get away from the lorries, and an even greater pleasure to enter the world of Cervantes. Birds brush by us, not knowing what a car is. Here and there stand a few houses, as lopsided



as the age-old olive trees, and the murmur of the wind is everywhere.

A setting like this calls for a pause, just as sherry calls for tapas. Basking in the sunshine, doors open, the Saxo displays its charms and interior trim: the expressive curves of the dashboard and the black fabric with the red Chinese design, baptized Nankin. Alexandre Dumas would have loved the 19th century boudoir aspect of Nankin. From a more modern standpoint, it also calls to mind the martial arts. Could the Saxo be into zen?

In a way it could. The calm exterior conceals a store of concentrated energy just waiting to be unleashed.

The windows at the back of the car can be partly opened - much appreciated in the scorching heat. Moreover, if we give into temptation and buy some of the regional basketwork or ceramics, the load can be placed in the boot, which is of an admirable size for this category, or on the fold-down back seat.

De Falla, Goya and Dumas

Let's travel briskly on to the beautiful town of Ronda. Imagine an ancient town perched on a peak above a plunging ravine. It is crossed by a bridge with three arches, built, destroyed and rebuilt by a succession of Arabs, Romans and Spaniards, the latter under Queen Isabella. A labyrinth of alleys set with slippery cobblestones runs from the town down to the bridge. In 1984, the film-maker Francesco Rosi decided to shoot "Carmen" in this beautiful town. A decision that stands to reason, since Ronda has one of the oldest bull-rings in Spain. Every year,

the town organizes a bull-fight dedicated to Goya, in which the toreros and their accompanying cuadrillas dress up in old-fashioned costumes.

In this town, where the heritage of a multi-faceted past includes Arab baths and a Renaissance palace, a slim young woman directs a dance school. Here, 700 young girls learn the difficult art of flamenco, a dance heavily influenced by the Moors, set to a rhythm that starts off slowly to end in a breathless whirl.

Our Saxo makes contact with the sad and sensual music that inspired Falla and which Alexandre Dumas described in his narrative, as "the most bewitching music I have ever heard". Unlike the writer,



however, we're still fresh as daisies at the end of our journey. From the mail-coach of old to the modern-day Saxo, the traveller has made immeasurable gains in comfort!

Julien Margency



Philippe Wambergue



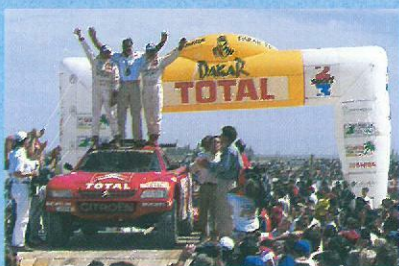
The road to success

WHILE PIERRE LARTIGUE AND MICHEL PÉRIN CHALKED UP THEIR THIRD CONSECUTIVE WIN IN THE GRANADA-DAKAR RALLY WITH THEIR CITROËN ZX RALLYE RAID, PHILIPPE WAMBERGUE AND FRED GALLAGHER TOOK THEIR PLACES ON THE SECOND STEP OF THE PODIUM. THE RACE MARKED A BRILLIANT COMEBACK TO THE WORLD OF COMPETITION

Double Chevron: You finished second in the Granada-Dakar with your teammate Fred Gallagher. How do you feel?

Philippe Wambergue: First off, I'd like to talk about my return to cross-country rallies with Citroën Sport. The team is really first-class. I'm lucky that Guy Fréquelin decided to make me part of it. I approached the Dakar with my usual resolve but I was also a bit apprehensive. I hung back a bit the first few days but then, thanks to Fred, I gained confidence with each successive stage. I gave it all I had in order to stay on top of the situation and remain motivated throughout the race. I'm really delighted with my second official participation in a long-distance rally with Citroën. I'd driven a ZX Rallye Raid once before, in the 1992 Tunisia Rally and I also came in second behind Pierre Lartigue that time!

DC: You brought off a major performance by coming in second in the overall rankings despite a dislocated



thumb. Was managing the handicap a problem?

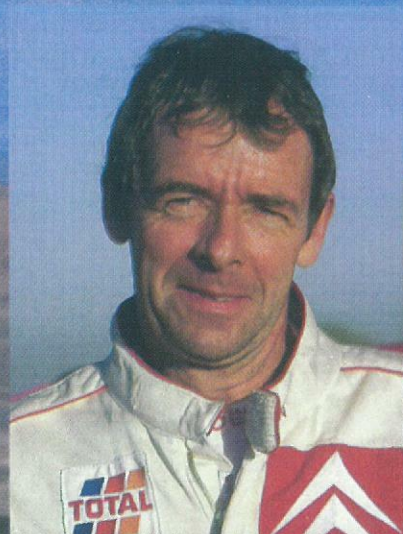
PW: To some extent, yes. I twisted my right thumb on 5 January, during the Zouerat-Atar stage. I was driving over a stretch of soft sand when the steering wheel jammed and I twisted my thumb. Paul Paoli, the team doctor, treated it to reduce the pain and - above all - to keep me driving as well as I could. I was worried at one point because as soon as I grabbed the wheel, I had to drop it again because I was getting electric shocks in my hand! And then the other thumb went the same way because I was relying mainly on my left

hand for driving. That's when I thought that I was going to lose my second place. The next day, I put things right by winning the scratch in the Kiffa-Kayes special event. Our immediate competitors must have said to themselves, "Philippe's got a problem but he's determined to hang on to his second place!"

DC: What do you remember most clearly about the 1996 Granada-Dakar?

PW: It goes without saying that we were all really upset by the accidental death of Laurent Gueguen, but the team stuck together. We were very sad because we knew him well. In a way, he was the youngest child of Citroën Sport and Georges Groine. Laurent and I opened the race together last year. His death was a hard blow. We had to overcome our grief, get on with the race and pay tribute to Laurent by winning it. That was important to Guy Fréquelin.

The Dakar means many things to me...



landscape, colour, atmosphere... I love Africa. And there was an excellent atmosphere within the Citroën team. Let me tell you an anecdote: on the third day of the race, during the Oujda-Er Rachidia stage, I had mechanical problems with my ZX. At the bivouac, the mechanics changed various parts. Jean-Claude Vaucard, manager of the technical team, tried the car. He came back a few minutes later and told the team leader that the drive axles had to be changed. It was late and everybody was tired. That's when all the mechanics who had completed their own work came to help the mechanics responsible for my ZX. I really admire these professionals. Citroën could not have won without them!

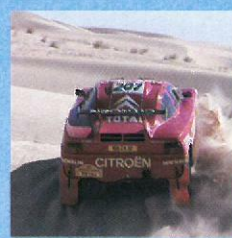
DC: You know the ZX Rallye Raid inside out since you're a test driver for Citroën Sport. What did you think of it?

PW: I know the ZX Rallye Raid well. Citroën has spent the whole year working on the car. Major changes have been made to the car since last year in terms of the chassis and suspension. The suspension system was a major asset for Citroën in the Dakar. When I was crossing the dunes, I remember thinking that the ZX was unbeatable! The engineers and technicians of Citroën Sport put a great deal of work into recovering the engine power that would have been lost with the new standards imposed by the Fédération Internationale de l'Automobile. They focused on the chassis, the suspension and

also on the weight, since this ZX is 100 kg lighter than its predecessor. It also proved to be extremely reliable.

DC: Let's go back to your career. How did you become a test driver for Citroën?

PW: I was an official Citroën driver from 1979 to 1986, when the B groups were discontinued. In 1986, I was taken on by Peugeot so I remained within the Group. I continued as a test driver on all the ZX

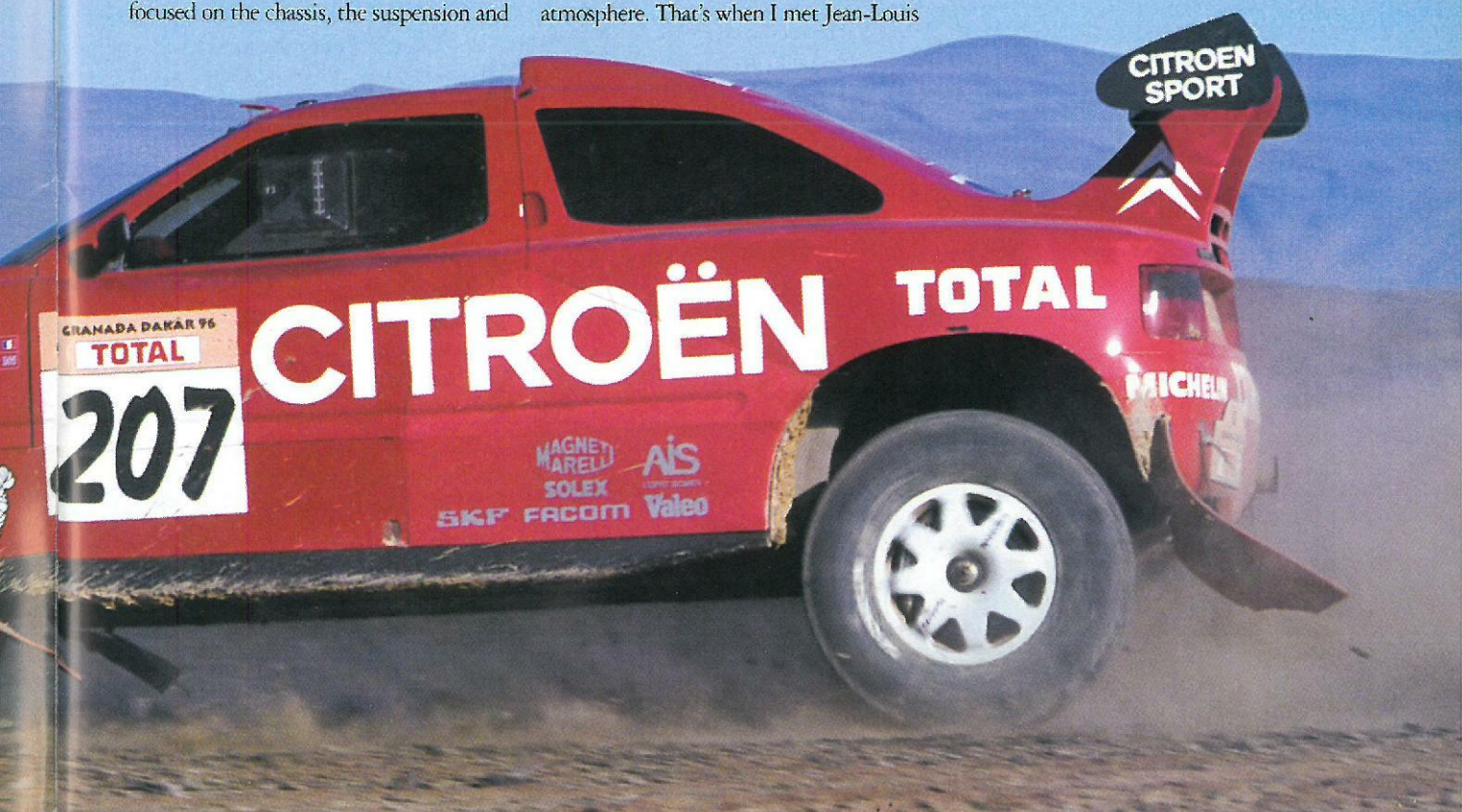


Rallye Raids. That meant I was involved in the development of the car. Our role is to give the technicians detailed information so that they can validate solutions and optimize the performance of the ZX.

DC: How did you get involved in motor-racing?

PW: I've always been fascinated by motor-racing, primarily road rallies. Maybe that's because I went to school in eastern France, a region where there were lots of competitions and rallies. I used to go and walk round the circuits at Nancy and I liked the atmosphere. That's when I met Jean-Louis

DS 21. Citroën was already on the scene! I have to admit that I was fascinated by the DS. The car actually belonged to my big brother. He gave it to me so that I could take part in the race. And I won! I later took part in other races. My brothers and I used to take a trailer for the car. They'd help with the mechanics. All that stopped with my first job as an official driver with Citroën. In 1990, I won the Terres Tarnaises rally with a Visa Chrono. Then in 1983, I won the Ronde Hivernale de Serre Chevalier and the 1000 Pistes rally with a Citroën Visa Proto.



PIERRE LARTIGUE: ACTING WHEN THE TIME IS RIGHT

You dominated the 1996 Granada-Dakar and won your third consecutive victory. What's your secret?

I spend a lot of time fine-tuning my car during trials, to get the best possible performance out of it. I watch the technicians so I can take rapid action if a problem arises during the race. I love this sport so I take it seriously. Ever since I started racing, my motto has been: act when the time is right. Michel Périn, my team-mate, helps me draw up a plan of action before each race, and we try to stick to it. To win, we have to use our feet and also our brains.

What are your views on the 1996 Granada-Dakar?

I'm pleased to have brought Citroën a third consecutive victory but the accidental death of Laurent Gueguen was a real blow for me, and for the rest of team. Laurent was a pleasant and friendly young man who was always ready to help.

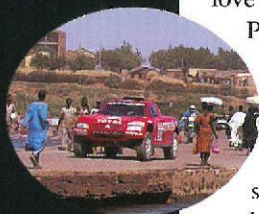
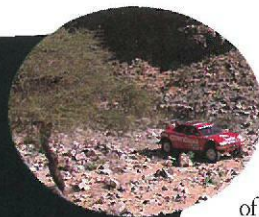
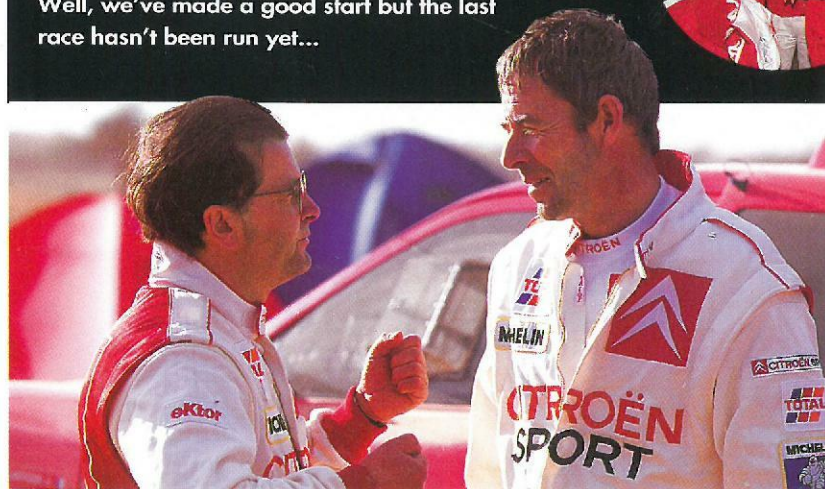
In terms of the route, out of the fifteen Dakars I've taken part in, I'd place this one in sixth position.

What were the strong features of the Citroën ZX Rallye Raid Evolution 5?

It's the best car I've ever driven! Major improvements have been made to the chassis, suspension and level of comfort. Jean-Claude Vaucard has put a lot of work into the suspension system. The ZX remained stable when it jumped and that kept us ahead of the competition. We've lost a bit of horsepower with the new standards but we've kept the torque - as we realized in the dunes. Also, the car was really reliable.

And what about the World Cup for Cross-Country Rallies?

Well, we've made a good start but the last race hasn't been run yet...



DC: So you've taken part in different types of race. Do you consider that necessary for a driver?

PW: Yes, I do. I would say that, to become an all-round driver in terms of technical expertise, you need to race on tracks, hills, ice and roads, as well as cross-country. That's why I took part in the World Rally Championship and the French Rally Championship. I was French rallycross champion. I'd advise any young people wanting to get into motor-racing to get practise in all these disciplines.

DC: How do you prepare for a competition?

PW: Well, as I said, I'm a qualified carpenter and cabinet-maker. Whenever I have a bit of free time, I like to work with wood. It's a noble, living material and I love it. Some drivers play golf to relax, I have fun in my workshop. I also keep fit by playing tennis, riding a mountain-bike or just walking.

DC: Do your three children share your love of motor-racing?

PW: I have three boys aged 17, 15 and 5 and they all watch my sporting career with interest. Particularly the eldest. The youngest is just starting to get involved. I've given them an old Opel so they can learn to steer into skids, work out trajectories, brake, and so on.

I explain certain driving techniques to them. If they decide to become drivers one day and if they show the necessary ability, I'll back them all the way. You have to stay humble in the motor-racing world. It's both a career and a high-level sport. We have a role to play for the young people watching us and we have to set an example. I would like to share my enthusiasm with young people and also teach them things that will help them in motor-racing and in life. Young people are eager to learn. We mustn't disappoint them. As soon as I have a bit more free time, I intend to set up an organization.

DC: What are your plans for the future?

PW: If I'm lucky enough to continue driving a Citroën ZX Rallye Raid, my ambition is to bring the marque a cross-country rally cup.

Converted utility vehicles

A change of purpose

MOBILE SHOPS, REFRIGERATED LORRIES AND AMBULANCES CAN BE SEEN ON ROADS EVERYWHERE. DECKED OUT IN THEIR OWNERS' LIVERY, THEY ARE A FAMILIAR SIGHT. BUT WHO BUILDS THEM? WHAT MARQUE ARE THEY? THESE SO-CALLED "CONVERTED" UTILITY VEHICLES ACTUALLY HAVE TWO MAKERS: THE CARMAKER AND THE COACHBUILDER. DOUBLE CHEVRON EXPLAINS.

Playing a significant role in the broad range of Citroën models, the marque's light utility vehicles hold almost 20% of the French market. The Jumper, Jumpy and C 15 are used "as-is" by many businesses as soon as they leave the plant. Some buyers, however, such as government services, mobile catering firms and others, require customized vehicles. To meet such requirements, Citroën works with a number of coachbuilders specialized in adapting these vehicles, both inside and out. "Citroën's units are designed first and foremost for volume production, while coachbuilders have the resources to convert small and medium series," explains Pierre Scellier, manager of Utility Vehicles and Coachbuilder Relations at the Citroën France Sales Division. The coachbuilders' activity therefore follows on directly from that of the carmakers. "We decided to

draw up a list of some fifty reference suppliers. These firms are required to meet strict criteria in terms of reliability, quality, reputation, after-sales service and industrial resources," adds Pierre Scellier.

The secrets of a successful conversion

The partnership between Citroën and the coachbuilder begins with the design of the converted vehicle. This requires preliminary marketing studies to establish exactly what customers want. Using information supplied by Citroën, combined with reports drafted by their own sales representatives, the coachbuilders design converted vehicles with the specific characteristics requested. As soon as an order comes in, a pulled-flow delivery system is set up between Citroën and its partners. "A buffer stock of vehicles remains in the coachbuilder's plant for emergencies. That means the Citroën chassis is always available when needed," explains Bernard Menuet, assistant to Pierre Scellier. "Usually, supplies are delivered to coachbuilders as and when orders

come in, since customer requirements vary considerably in terms of colour, model, range, and so on, and it would be impossible to stock the full range in the coachbuilder's plant."

The vehicle undergoes a series of modifications. First, it is cut, then lengthened and/or raised using polyester panels. Then the interior is redesigned and the bodywork painted in the colours of the customer company. "Throughout the process, the coachbuilder must respect the standards established beforehand by the carmaker," emphasizes Pierre Scellier. "The changes must also comply with road traffic regulations and technical constraints, as well as deadlines and prices," he concludes.

Some conversions can also be performed on a volume-production basis, e.g. the extra-deep cab offered by Citroën for its C 15 van. In cases like this, the high-performance industrial organization set up by general or multi-spe-





COLLET, A SPECIALIST COACHBUILDER

Set up in 1961, Collet originally sold first-aid kits. Today, it is number-one on the emergency vehicle market with a workforce of 150 people and a market share of almost 30% in France. A total 80% of the basic vehicles used by the company are made by Citroën. "A partnership that goes back to the glorious times when the carmaker invented the hydraulic suspension system," recalls Paulette Collet, Chairman and Managing Director of the company.

The XM saloon, the Xantia, the Evasion people-carrier and the Jumper van are turned into ambulances, red fire engines and khaki-coloured medical vehicles for the army. In short, a wide range of utility vehicles requiring specific interior fittings, sound and heat insulation, ventilation, heating, sirens and flashing lights. "The technical partnership with Citroën is very important to us," explains Paulette Collet. "Before designing a vehicle, we ask the Citroën teams for their opinion, and once the utility vehicle's been built, the marque's technical department inspect it for us. Specialist coachbuilders can only exist by developing an increasingly close partnership with carmakers." In order to compete effectively, the coachbuilder Collet gives priority to its corporate image, to a high-quality finish and to after-sales. To this end, it has a design office comprising five people, a specialized production team with welders, electricians, carpenters and - of course - a two-speed sales department to handle independent sales as well as its sales in partnership with Citroën.

Specialist coachbuilders such as Gruau or Durisotti, can make changes not just on the production line but also on a case-by-case basis for specific orders. Gruau, for example, has two fast-assembly centres in Paris and Saint-Etienne (in addition to the one at headquarters in Laval). "These centres enable us to react faster, while also saving time and cutting logistics costs," explains Patrick Gruau, Chairman and Managing Director. The Durisotti workshops are organized in small production units managed by quality supervisors and team leaders working with a group of some thirty specialists.

Coachbuilders and centres of innovation

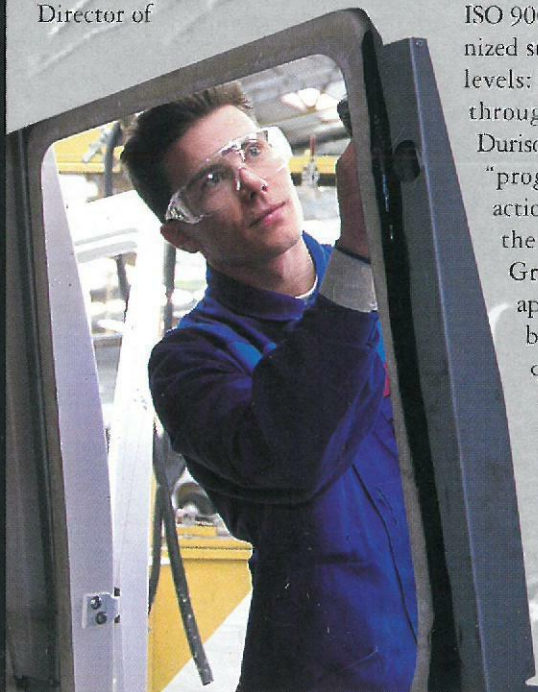
Once, coachbuilders simply made a few changes to the inside and outside of vehicles, a task that tended to be repetitive. When the market started to change, they had to act fast to keep up.

In the words of Patrick Gruau: "Innovation is essential". Today's coachbuilders see themselves as vehicle designers too. The Gruau R&D department accounts for 8% of the entire workforce and has considerable technical and financial resources. Christian Pentel, Managing Director of

Durisotti, puts forward the same arguments: "Durisotti has built its success on creativity, originality and quality. Our vehicles were the forerunners of the urban minibus and, in 1973, we invented new modes of transport for the handicapped", he points out. In 1981, Durisotti won a contract to supply vehicles for the French police force. The firm's brief was for modern, safe vehicles offering improved performance. Today, the coachbuilder uses Citroën Evasions and Jumpers to create raised vans with sirens, built-in lamps, bullet-proof windows and sides, reclining backrests, pivoting seats and storage space for equipment. "Our R&D sector plays a special role since it accounts for 7% of sales," explains Christian Pentel. "We have 35 prototypes at the design stage, including an extended Jumpy with a deep fold-away cabin seat and a Jumpy converted into a pick-up".

Quality, the number-one requirement

Quality is fundamental, but it is a principle that "goes without saying" according to the directors of both Gruau and Durisotti. Nothing can be done without quality. Gruau won the French Quality Prize in 1995 and is certified ISO 9001, while Durisotti is certified ISO 9002. These internationally recognized standards illustrate quality at all levels: from the placement of orders through to vehicle delivery. While Durisotti's Christian Pentel talks about "progress meetings and corrective action", when an anomaly occurs in the production process, Patrick Gruau refers to a "total quality approach" and makes a difference between "cold quality and hot quality". The concept of "hot quality" is centred on the firm's workforce, their commitment and efforts in promoting the company. "Cold quality" - as applied to products - is not sufficient in itself. Quality is thus a central strategy for France's two leading coachbuilders and. Pierre Scellier describes quality as "a valuable partner with-



out which the partnership with Citroën might not have lasted as long it has'.

A close commercial partnership

Sales activity is one of the most active facets of the coachbuilder's partnership with the carmaker. The coachbuilders have two sales forces. One is responsible for direct sales to specific customers, while the other works with the Citroën network. "Our highly experienced, sales people define technical and commercial solutions in response to the highly diversified and specific requirements of this customer base," explains Christian Bescond, Sales Manager at Durisotti. The firm earmarks 2.5% of sales to the



three-year training course required to gain top-level skills. These skills provide the basis on which the sales force is able to "evaluate the feasibility of customer requirements, to see whether it is possible to make the modifications requested by the buyer". Christian Bescond stresses that: "Nothing can be done until this first stage is complete"... A total 4.8% of the wage bill at Durisotti is channelled into in-house training.

Gruau devotes between 4% and 5% of the wage bill to training. Operators are required to demonstrate three fundamental qualities: constantly improved professional excellence, multiple skills and the ability to adapt to new products. France's leading coachbuilder has fifteen dealerships and branches nationwide, providing the headquarters at Laval with strong sales back-up. An advantage that is appreciated by Citroën. Last, the coachbuilders' sales forces undergo training at Citroën, so that they can learn more about the marque's corporate culture.



MARKET LEADERS

In France, 40% of the market for converted light utility vehicles is held by just two coachbuilders: Gruau and



Durisotti. Gruau is a general firm or - in the words of the Chairman and Managing Director, Patrick Gruau (shown right) - a multi-specialist firm. Both Gruau and Durisotti have worked with Citroën for many years. Gruau was set up more than a century ago as a wheelwright. Its ties with the marque date back to 1955, when it received an order to produce 250 buses using a Citroën T 55 chassis cab. "That order took us out of small-scale production and into the industrial age," explains Patrick Gruau. Today, Citroën vehicles account for 20% of the conversions undertaken by the coachbuilder. Gruau holds between 20% and 30% of the French market and its main centres of activity are building and public works, distribution and transport. Patrick Gruau attributes the firm's success to "the company's 600-strong workforce, a broad product range based on the marques purchased by Gruau - Divemag (mobile shops), Ducarme (hearses), Isberg (refrigerated vehicles) and Picot (breakdown trucks) - the family-owned capital and employee participation in management. All these factors have earned us Citroën's trust," he stresses. The Durisotti plant is reputed for its excellent standard of operation. Christian Pentel, Managing Director (shown left), explains this by "its remarkable independence". Durisotti is, for example, the only coachbuilder in this category able to produce its own stamping tools for the hydraulic presses, one of which weighs more than 400 tonnes. Other coachbuilders have to call in outside suppliers for the equipment required to convert vehicles. Originally specialized in bodywork repairs for cars and buses, Durisotti decided in 1967 to focus on bodywork conversions, "the extension, raising and interior fitting of vans". The Citroën C 35 was one of the first vehicles to reap the benefits of the firm's expertise. Specializing in corporate vehicles and large volumes, Durisotti also frequently takes charge of interior fittings. Christian Pentel explains that: "This aspect accounts for an increasingly large proportion of coachbuilders' activities. Because the carmakers themselves are now producing vehicles available in several versions. The Citroën Jumper, for example, is sold in three different lengths and heights". This normal progression in carmakers' activities has encouraged coachbuilders to specialize in high-precision tasks.





Saxo: a note of class

The Saxo offers a range of more than forty different accessories to customers looking for that extra something to add a note of harmony or reflect the driver's lifestyle. The "Comfort and Convenience" range of accessories was launched in February, while the "Style" range will arrive on the market in April, with two new items: the electric window-lift kit and the central locking remote-control radio kit.

Announcing the Xantia Estate 2.1 Turbo D

Sobriety, performance, comfort and safety are the watchwords of the new Xantia Estate, with its 2.1 Turbo Diesel powerplant. Launched at the end of February, the car also offers significantly improved pollution control with the electronic injection system adopted for the engine. Both the SX and VSX versions of the Xantia Estate 2.1 Turbo D are equipped with such features as remote central-locking, electric front window-lifts and height-adjustable driver's seats.

The Xantia range now comprises 33 models



including 12 estates. With their original styling and exceptional safety, the estates satisfy the expectations of a growing European customer base.

The unbeatable Xantia

Auto Triti, a high-circulation Greek motoring magazine, has named the Citroën Xantia as the Estate offering the best value for money. Its design, comfort, performance and spacious interior - as well as its price - made it the readers' number one choice. To win the prize, the Xantia beat a number of other cars including the Hyundai Lantra, the Volkswagen Passat, the Renault Laguna, the Nissan Primera and the Skoda Felicia.

The prize was awarded to Citroën's Greek importer at a reception given by the magazine.

The Saxo unveiled in Geneva

Citroën unveiled its latest model - the Saxo - at the Geneva Motor Show between 7 and 17 March. On a stand of 1,150m² -located in a prominent

position - a total area of 853m² was turned over to the glory of the Saxo,



with three specific sections. The first section was equipped with a stage on which 9 dancers set the scene around a design-focus Saxo as it moved down towards the public on a rail, the action being retransmitted on a huge screen. The second section showed a Saxo body shell, and the third a comfort-focus Saxo illustrating the equipment and acoustic floor. Seven Saxo models - the VTS, SX, VSX, VTL and VTR, were displayed at the front of the exhibition area. Last, a Saxo Cup was enthroned on high, surrounded by the four engines equipping the range: 1.1i, 1.4i, 1.6i and 120 bhp. On the other side of the alley, the marque presented the customized "Harmony" series featuring the AX, ZX, Xantia and Evasion.



Driving in Harmony

In February of this year, Citroën launched "Harmony", a new customized range comprising the AX, ZX, Xantia, XM and Evasion. These new customized series are characterized by a specific interior and exterior layout and common upholstery. The pearlescent Véga green and grey velvet seat upholstery, for example, can be found throughout the range. The AX, ZX, Xantia and XM are also available in pearlescent Pivoine red - a new shade - as well as in metallic Graphite grey. The Evasion has specific bodywork colours: pearlescent Marquise red, pearlescent royal blue and metallic Château grey. A vehicle with a dynamic image aimed at young customers, the AX Harmony is available in 3- and 5-door models. It is equipped with bumpers tinted to match the bodywork, hub caps, a lidded glove box, and other features. A total 17,000 units have been produced, of which 6,200 are for the French market. The powerplant is either petrol (954 cm³, 50 bhp) or diesel (1,527 cm³, 58 bhp). The 3- and 5-door models and the Estate version of the ZX Harmony boast chrome-strip bumpers, equipment tinted to match the bodywork and hub caps. A total 36,000 units have been produced, of which 16,700 are for the French market. The ZX Harmony is available with a choice of powerplants: two petrol (1,124 cm³, 60 bhp and 1,360 cm³, 75 bhp) and two diesel (1,905 cm³, 71 bhp and 1,905 cm³, 92 bhp). The Xantia Harmonie is available in

Saloon and Estate versions. Features include chrome-strip bumpers and side mouldings in the same colour as the bodywork and central locking. A total 30,000 units have been produced, of which 15,000 are for the French market. The Xantia Harmony is available with a choice of powerplants: two petrol (1,580 cm³, 90 bhp and 1,761 cm³, 112 bhp) and three diesel (1,905 cm³, 71 bhp and 92 bhp; 2,088 cm³, 110 bhp). The XM Harmony illustrates the increased use of multiplexing by Citroën, with its alarm, on-board computer and hydractive suspension. A total 500 units have been produced for the French market. The powerplant is either petrol (1,998 cm³, 135 bhp) or diesel (2,088 cm³, 110 bhp). The Evasion Harmony offers power steering, central locking and a new feature: a child booster cushion

integrated with the rear side seat. The series is equipped with a diesel powerplant (1,905 cm³, 92 bhp). Out of the 2,150 units produced, 500 are for the French market.

Glowing marks for the AX Electric

The AX Electric was awarded a mark of 8.4 out of 10 following trials begun in December 1993 in the town of La Rochelle. The car was commended for driving pleasure, made stress-free by the absence of noise. Twenty-five AX Electrics were tested by private and professional customers, companies and local government offices over more than one million kilometers. The tests also served to implement technical improvements, notably with respect to reverse running, heating and the electronic management of battery life.



Citroën Österreich

CAFE
LANDSMANN
RESTAURANT
Döbbling

The customer comes



IN A CONTEXT OF MOUNTING COMPETITION, CITROËN ÖSTERREICH HAS GONE ON THE OFFENSIVE. THE MARQUE'S AUSTRIAN SUBSIDIARY HAS ADOPTED A STRATEGY FOCUSING ON THE GLOBAL QUALITY OF THE PRODUCTS AND SERVICES OFFERED TO CUSTOMERS. AN APPROACH THAT HAS BOOSTED SALES OVER THE PAST FEW YEARS. DOUBLE CHEVRON REPORTS.

Citroën Österreich is based in the Perfektastrasse in the southern part of Vienna - Austria's capital city and economic hub. The subsidiary is one of the marque's youngest, and was originally managed by a private importer who set up a network with a few representatives. "That was back in the days of the 2CV and the DS," explains Heinz Krone, Communications and Marketing Manager of Citroën Österreich. "In 1962, the business was growing strongly and we decided to open a subsidiary in the third district of Vienna, so that we could bring together all the different sectors of activity: sales and after-sales, the workshops and the spare parts centre. Citroën subsequently invested in a head office in the Perfektastrasse and we moved there in 1965."

In addition to the Managing Director Gilles Debonnet, Citroën Österreich comprises a team of 60 people specializing in sales, communications and marketing,

spare parts, logistics and after-sales. It also has a training centre and two branches. Applying a sales strategy based on total customer satisfaction, Citroën Österreich offers the full range of passenger and utility vehicles. With a market share of 3.3% in 1995, the subsidiary is counting on the forthcoming arrival of the Saxo to consolidate its position on a market where competition is extremely fierce.

More than half the cars on the road are German!

A recent arrival within the European Union, Austria is one of the most stable economies in Europe, with eight million inhabitants, unemployment running at 6%, inflation at 2.3% and growth at more than 2%. "The car market is stable. A total 280,000 passenger cars are registered every year and there are 3.5 million vehicles on the road. It is a highly competitive market," stress-

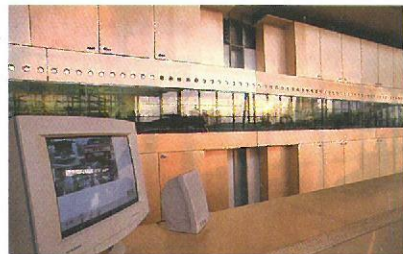


es first!

es Gilles Debonnet. "With a market share of 55.8%, the German marques have taken the biggest slice of the cake," he continues. "Their dominance is hardly surprising when you consider the proximity of Germany and the many subsidiaries opened here by German carmakers. BMW and Opel, for example, have factories here." Japanese carmakers, however, are on a downward trend. "Their market share has fallen from 33% in the 1980s to 17% today." This downturn can be attributed to the combined impact of several factors. First, European carmakers have fought back strongly. "And Citroën is an excellent example. Long considered as a specialist, Citroën has built up a reputation as a volume carmaker since the launch of the AX. People now consider Citroën as a marque offering a full range of cars with a price/equipment ratio comparable to that offered by the Japanese," he adds. Moreover, Austria was the first country to apply particularly stringent pollution control standards. Franz Bascha, Sales Manager of Citroën Österreich, explains: "This legislation boosted sales of diesel vehicles but the Japanese carmakers had no diesel solutions on offer. Citroën was the first marque to sell a diesel car with a catalytic converter - the BX Turbo Diesel. So we reaped the benefits of the changes taking place. Last, the quality of our product is recognized as being comparable to the Japanese article".

72.6% of Citroën sales concern diesel vehicles

Diesel vehicles accounted for 42.5% of sales in Austria in 1995. Gilles Debonnet explains: "Diesel cars have weighty envi-



FRANCE CAR, CITROËN DEALER

France Car recently joined Citroën Österreich in Linz, Austria's third biggest city. The manager, Rudolf Lindorfer, is a true businessman. He chose Citroën because: "The marque offers a broad, modern range of passenger cars and utility vehicles. Citroën Österreich helped us draw up a development plan and define the network of representatives with whom we would work". To attain sales targets of 1,200 new and second-hand passenger cars and 100 utility vehicles, Rudolf Lindorfer has a high-performance organization. Two of the main features are an in-house computer system linking the different departments and a modern approach to after-sales service. "We work in a highly competitive sector, so we have recruited highly qualified staff to help us succeed. For our sales activity, we have a manager to handle sales of new passenger cars, with the backing of a team of five people. We also have a manager for second-hand vehicle sales and a specialist for utility vehicles. We organize promotional events and marketing operations on a regular basis."

The first aspect that strikes visitors is the avant-garde architecture of the dealership: a 35-metre long, 7.54-meter high glass structure supported by a chevron-shaped metal frame. Inside, the dominant material is wood. "We wanted the dealership to be warm, friendly and, above all, attractive. For the interior layout, we adopted Citroën's usual organization: showroom, workshops, spare parts shop," comment Rudolf Lindorfer and Bernhard Schremmer, his architect. A special "after-sales" module has been built outside the main building. "The employee on the desk draws up an exact diagnosis of the operations to be performed on the car. He carries out a series of checks and gives the customer a detailed estimate. The references of the parts to be changed are entered on a computer so that the manager of the spare parts shop can prepare them. If the customer accepts the estimate, the car is taken to the after-sales workshop. A replacement vehicle is always provided if the customer's car has to be kept in." Last, customers are encouraged to visit the reception hall of the main dealership, where they can enjoy a drink and consult an interactive terminal, where a CD-ROM shows the Citroën range and the services offered by the dealer. With this same CD-ROM, customers can take part in a survey concerning the quality of service and the professionalism of the sales people, the mechanics, the coachbuilders and the painters at the dealership. "So, as you see, the customer is our number one concern!"

ronmental arguments behind them. They are considered to pollute less because they consume less fuel. The economic advantages of diesel vehicles are uppermost in drivers' minds. First, diesel fuel is less expensive to buy and, second, Austria taxes new cars according to their fuel consumption. This special tax, known the NOVA, is 0% for electric vehicles and 14% for the greediest petrol engines. As a rule, our models are well placed". An advantage that Citroën Österreich emphasizes through the communication strate-

gy for the AX: "The low-pollution, low-consumption car". As a result, diesel and turbo diesel models accounted for 72.6% of Citroën registrations in 1995, and sales



THE SAXO TRAINING COURSE

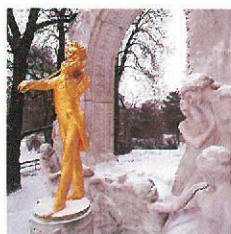
The Saxo - Citroën's latest model - will be launched on the Austrian market in April. To make sure that the entire sales network realizes the importance of this new vehicle, Citroën Österreich started a training and awareness-raising campaign in February.

"Both the Saxo and the AX belong to segment B, which accounts for 20% of Citroën sales. With the arrival of the Saxo, we will have two models to offer customers and so should be in a position to increase our share of this segment, which currently stands at 3%," explains Franz Bascha. To prepare the ground for this major event, Citroën developed a special two-phase training programme, which will run up to the commercial launch of the Saxo. "In February, we sent dealers, representatives, sales managers, sales people and workshop supervisors, an information pack concerning the positioning of the Saxo in the B segment, the competition and customer expectations. We asked them to complete a questionnaire and send it back to us. In March, a one-day training seminar was organized for dealers, sales managers, workshop supervisors, spare parts managers and sales people. The aim was to teach them how to approach potential Saxo buyers. Participants also tested the Saxo and its competitors - including the Volkswagen Polo, number one in segment B - on a track."

in all segments of the diesel market are heading upwards. Gilles Debonnet stresses the point: "Our flagship vehicle, the Xantia, holds 4.5% of the M2 segment. A high proportion of sales concerns the diesel and turbo diesel versions, either the saloon or the estate". The Citroën XM is the most popular top-of-the-range French car in Austria. "And 90% of the XMs registered are turbo D models. Moreover, Citroën is the only French marque to have top-of-the-range credibility in terms of comfort, roadworthiness, roadholding and performance," stresses Gilles Debonnet.

Customized ranges

The intense competition on the Austrian market has resulted in a price war, with all the carmakers trying to outdo each other in terms of equipment and trade-in



deals. To consolidate and improve its position, Citroën Österreich has developed a sales policy that is deliberately different. Heinz Krone explains: "As a rule, we run five major promotional campaigns a year. They are timed not to run concurrently with the campaigns of other carmakers. The results are satisfactory." All the models offer a range of equipment to enhance safety and driving pleasure. "In Austria, global safety and comfort are among the main purchasing criteria." Responding to this requirement, the cars are equipped with twin airbags (for the driver and front passenger) side mouldings in the doors, seatbelts with pyrotechnic pretensioners and air conditioning.

"These customized series pursue a dual aim: first, to arouse the interest of the public as a whole and, second, to attract younger buyers in all segments. There are 85,000 Citroën vehicles on the roads, 38% are BXs and 20% AXs. These customers

form our main base, but their numbers are insufficient. Customized series are a means of promoting our products and winning new customers."

Business centres to attack the fleet segment

The German dominance of the Austrian market also extends to the fleet segment. The majority of cars owned by companies - large, medium and small - or government offices are German. To penetrate a market that accounts for 30% of car sales, explains Franz Bascha: "You have to work with real professionals, able to manage negotiations and develop this sector in association with our network. That's why we created a fleet department". This department is staffed by salespeople specializing in the sale of passenger cars and utility vehicles to professionals. "Utility

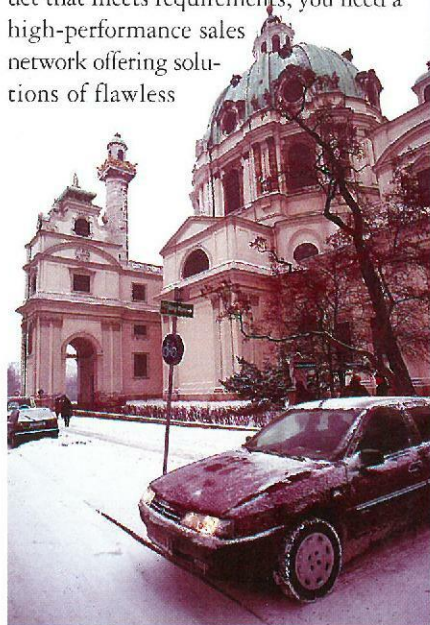


vehicles account for 25,000 new registrations annually, and last year, our share totalled 4.6% on a market that has grown by more than 2%. We have a wide range of vehicles corresponding to the requirements of this customer base, with the AX, ZX, Xantia, XM Entreprise, C15, Jumpy and Jumper. We are looking at a target of 6% for 1996." The subsidiary intends to satisfy this ambitious objective by opening business centres on the premises of dealers in major cities. "With our help, these dealers will be able to put a new organization in place, focusing on the quality of the different services offered to customers. That means there has to be at least one salesman to manage fleet sales in association with our specialists." The marque plans to open eight business centres by the end of year. Using the latest sales techniques, these centres will work with local and regional companies. The utility vehicle "caravans" introduced by the subsidiary serve the same purpose.

Franz Bascha explains: "Dealers who want to organize local campaigns and promotional operations, can request a caravan for one or two weeks". Here again, the objective is to reach professional customers in regions where the marque's presence is low.

"If you expect something more"

To attract and win customers with a product that meets requirements, you need a high-performance sales network offering solutions of flawless



STOCKERAU, A STRATEGIC PLATFORM FOR CAR PARTS

Located some twenty kilometers from Vienna, the Stockerau spare parts centre plays an important role in the organization of the subsidiary. Set up in 1974, Stockerau was originally dedicated exclusively to the Citroën network. In 1993, the centre began taking delivery of parts for the dealers and representatives of both Citroën and Peugeot all over Austria. Over and above its domestic activity, Stockerau handles parts for Citroën outlets in Hungary and Slovakia. At the end of the first quarter, its activity will be extended to include the Czech Republic. Receiving supplies from the French centres in Melun and Vesoul, Stockerau serves almost 300 sales outlets. The service rate is 92.7% for urgent orders and 96.1% for stock orders. Urgent parts are delivered in less than 24 hours if the order is placed before 1:30 p.m.

"We manage 60,000 references, of which 7,000 are common to both marques. All in all, we process 800,000 lines or orders every year," stresses Patrice Bernhardt, Director of the Stockerau centre. "The scale of activity is such that we have had to completely reorganize the warehouse in order to boost productivity and improve the working conditions of our employees," he continues. "With our plans of action, we try to enhance the quality of the service that our customers expect."



quality. With this aim in mind, Citroën Österreich has been working on a network restructuring plan over the past three years. Franz Bascha states: "We had a problem. Up to 1980, we were a specialist carmaker. Our network was made up primarily of small dealers, garage owners and repairs staff. It was not adapted to the needs of a volume carmaker. Moreover, apart from our dealership and two branches in Vienna, which accounts for almost 25% of the market, we were structurally weak in big cities. To remedy the situation, we kept on those dealers able to implement our sales policy and set up new sales outlets in urban areas, with an annual potential of 100 passenger and utility vehicles". Looking for improved performance, Citroën Österreich selected new dealers on the basis of strict criteria, such as managerial qualities, financial soundness and their reputation in the town or region. Gilles Debonnet explains: "We wanted compa-

ny managers who showed keen motivation to enhance service quality and to boost sales in the fields of new and second-hand vehicles, as well as spare parts and after-sales services. Above all, we were looking for professionalism, a factor that is vital to the future of automotive distribution".

Next, the subsidiary drafted a development and training plan in association with each new dealer. Like Rudolf Lindorfer, who manages the "France Car" Citroën dealership in Linz (see box), the marque's representatives in most cities are businessmen. Today, the subsidiary has a fully renovated network with two branches in Vienna and 69 dealerships employing 34 representatives throughout Austria. Alongside the restructuring process, network progress plans will be put in place for the forthcoming launch of the Saxo (see box), as part of the marque's corporate project. "With this ongoing pursuit of quality, we are able

to offer customers something more than the lowest prices. In this way, we will be able to boost customer loyalty and enhance our chances of success on markets where Citroën was not traditionally present," states Gilles Debonnet. The subsidiary expresses this ambition in the form of a slogan: "Citroën. Wenn Sie mehr erwarten" (If you expect something more, buy a Citroën).



I N T E R N A T I O N A L

L-plate special

THE ROAD SAFETY ASSOCIATION OF THE NORD-PAS-DE-CALAIS REGION RECENTLY ORGANIZED A COMPETITION TO ENCOURAGE YOUNG PEOPLE TO JOIN A LEARNER-DRIVER SCHEME. CO-SPONSOR OF THE EVENT, CITROËN PUT UP AN AX SPOT FOR THE WINNER. A GOOD START IF EVER THERE WAS ONE...

Learner-driver schemes are becoming increasingly popular with young people and Citroën was determined to be part of the movement. When the Nord-Pas-de-Calais Road Safety Association - headed by Jean-Marc Wallyn - joined forces with the Regional Council to start a campaign in favour of an early-learner driving scheme,



Marc Gueudin, head of the regional division of Citroën Lille, and Jacques Rio, head of promotion, were quick to offer their support. The marque decided to give the winner of the competition an AX Spot. Marc Gueudin declared that "young people are a prime target for Citroën," and that the marque's involve-

ment in the scheme reflected that strategy. Jacques Rio explained that: "The AX Spot was chosen partly for its attractive design, but more specifically, for the extensive equipment offered to the customer. Features include bright, modern bodywork colours, a buzzer that sounds when headlights are left on, wing mirrors that can be adjusted from inside the car and a heated rear window".

A green light for young drivers

Nord-Pas-de-Calais has more young people than any other region in France. It also has a high number of accidents involving drivers under 25 (4.4% of the French total). "This is mainly due to inexperience," explains Jean-Marc Wallyn. In order to encourage young drivers to take part in the campaign, the Regional

Council and the Road Safety Association organized a competition entitled "feu vert au permis" (green light for driving licenses) open to young people aged between 16 and 20. Leaflets and entry forms (five questions on early-learner driving schemes) were handed out to the public. The communications agencies involved in the cam-



campaign - "Grand Angle" and "La 4^e Dimension" - chose a light-hearted theme: Indians sending car-shaped smoke signals! An adult teaching a teenager how to steer... a horse! The young people interested were able to find out more about Citroën and the learner-driver scheme in November 1995, at the Liévin

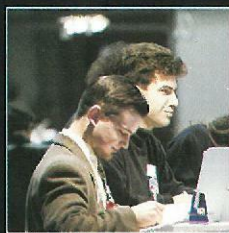
school-leavers fair, followed by the "L'Etudiant" student forum held in Lille in January. Here, visitors were able to admire the Curaçao blue AX Spot on offer to the winner of the competition. Prominently displayed under the spotlights, the car was surrounded by teepees and a number of items commonly associated with driving tests - the idea being to set the scene for forthcoming events! Everybody wanted to try the "iron horse" driving simulator, the "hawk-eye" vision test, the "sure-foot" moccasins reflex test, and the "wise eagle" interactive highway code questionnaire, before rushing off to fill in an entry form in the hope of winning the AX Spot.

Twelve second prizes were offered in the shape of training courses at one of the Centaure driving centres, which specialise in the handling of cars in difficult situations. Slippery, resin-covered asphalt platforms, kept permanently wet, are used to simulate all types of accident, such as skidding on black ice, a burst tyre or side impact.

A much-coveted car

In front of the stand at the "L'Etudiant" forum, Caroline and Valérie admit that they have little interest in cars, but that this particular model had caught their eye. The attractive AX Spot is certainly a car they would consider buying. "It's attractive, easy to handle and ideal for women drivers. And the colours are bright and modern", they added, casting long-

ing looks at the AX enthroned among the bamboo shoots and Indian posters. Another group of visitors highlighted the excellent performance of the marque, reputed for being at the "forefront of technology, with a flair for design that sets it apart from the rest". Philippe speaks from experience: "I've already driven an AX and I loved it". Even though Philippe's own first love is a "powerful sports car", many of those questioned

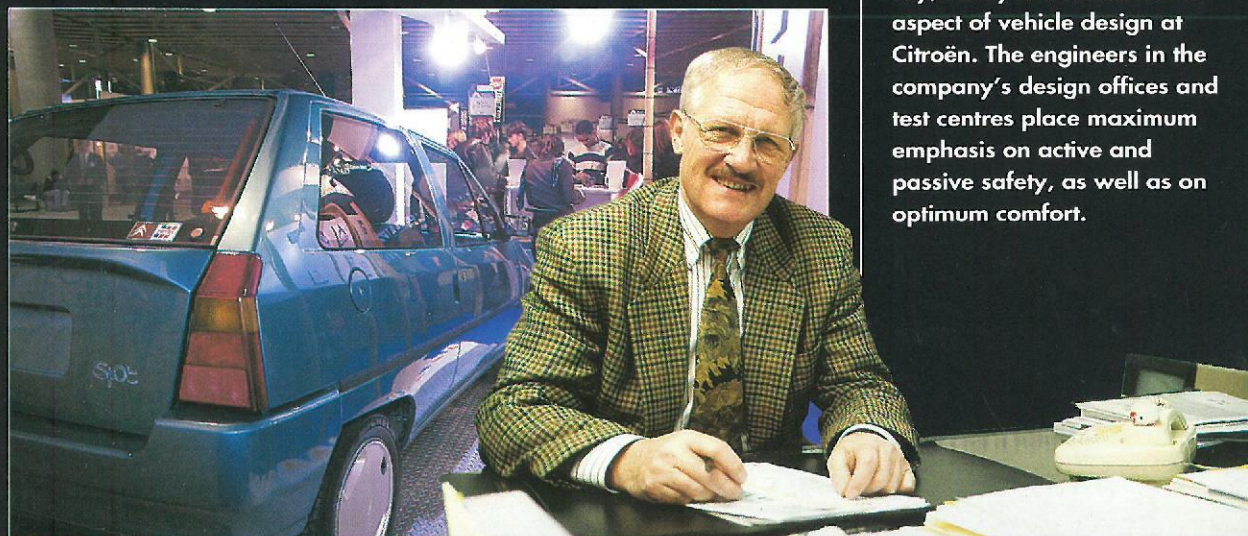


described Citroën as a "legend in its own time, as illustrated by the DS19: 40 years young!"

Many students would have been delighted to claim the AX Spot as their own, but only one had the dream come true. The results of the competition were announced on 14 February. Jacques Rio gave the keys of the Citroën AX Spot to 17-year old schoolboy Briec Dumoulin, who had great difficulty believing his extraordinary luck. And yet it was not the first time he had won such an amazing prize. Ten years ago, his father prompted him to enter another competition. And he won first prize that time too - an AX 10E!

DRIVING AT SIXTEEN

Originally developed in Scandinavia, early-learner driving schemes have only recently caught on in France. Even today, only 12% of future drivers take advantage of this opportunity. Yet the advantages are clear. Under the terms of the scheme, young people aged 16 or over can drive for 3,000 km provided that they are accompanied. Over 80% of those taking part in the scheme pass their test, as well as gaining the invaluable confidence that novice drivers often lack. The accompanying driver must fulfil certain conditions: he or she must be over 28, have held a licence for at least three years and must not have been convicted of a serious driving offence. The young people taking part in the scheme do so because they want to increase their chances of passing the test and also because they feel that the experience will make them feel more confident and safer once they have a driving licence. Needless to say, safety is a fundamental aspect of vehicle design at Citroën. The engineers in the company's design offices and test centres place maximum emphasis on active and passive safety, as well as on optimum comfort.



Richard Anconina and Christophe Lambert

Dogging around

CHRISTOPHE LAMBERT AND RICHARD ANCONINA - THE DUO THAT TEAMED UP FOR THE FILM "LOVE SONGS" - WILL MEET ON SCREEN AGAIN NEXT AUTUMN IN "HERCULE ET SHERLOCK", A HILARIOUS DETECTIVE STORY IN WHICH THE TWO ACTORS SHARE THE LIMELIGHT WITH TWO DOGS - AND A CITROËN EVASION.

Date: December 1995. Scene: a warehouse in Marseilles. An intricate maze has been formed out of stacks of wooden crates. Director Jeannot Szwarc and his team are about to start the ninth week of shooting of *Hercule et Sherlock*. Between two takes, Richard Anconina and Christophe Lambert temporarily abandon their canine partners - Pogo and Picasso - to talk to Double Chevron.

Double Chevron: *Hercule et Sherlock* recreates the partnership of *Paroles et Musiques* (released in English as *Love Songs*). Is this the first time you've worked together since then?

Christophe Lambert: Funnily enough, Richard and I started our cinema careers together. We met when we were making *Le Bar du Téléphone* fifteen years ago. Then came *Love Songs*, which set the scene for a real partnership. We've been friends ever since.

Richard Anconina: We'd always said that we'd get back together if something suitable came up.

CL: When we were making *Le Bar du Téléphone*, we realized that we made a good team. The chemistry worked at all levels: between the two of us as well as with the public. People didn't feel that one of us overshadowed the other. And although we put in a good deal of hard work, it was great fun.

DC: Christophe Lambert, you've carved out a successful career in the USA. Does this film mark your return to France?

CL: The last French film I made was *Max et Jérémy* two or three years ago. I choose my films according to what I feel like doing. I don't mind whether they're action films or comedies. In this case, I wanted to do a film in France and I liked the screenplay. Also, it was a great opportunity to meet up with Richard again.





with the stars

DC: Since *Highlander*, you've made a number of films that are close to science-fiction. Was that something you really wanted to do?

CL: Science-fiction films are fun. I can give free rein to my imagination and escape from everyday realities. Perhaps that's because I play video games a lot.

DC: You've made three *Highlander* films to date. Is there another one planned?

CL: No, not for me! I've done three of them and I don't think you can go beyond a trilogy!

DC: Which one do you prefer?

CL: I like the first one and the last one. The scenario of the last one resembles the first with the concepts of past/present transitions and a romantic angle with dual love stories, one in the past and the other in the present. It referred back to the first film. It's not that I don't like the second one, but it has nothing to do with the *Highlander* concept. If the film hadn't been called *Highlander*, I don't think the public would have been as disappointed.

DC: Richard Anconina, you haven't made a film since four years. Why is that?

RA: Well, it was circumstance really. I couldn't find



anything I wanted to do so I just sat and waited. And then *Hercule et Sherlock* came up. It's the first family comedy I've ever made.

DC: You've worked with some of the world's greatest directors including Cimino, Pialat, Doillon, Berri and Lelouch. What did you gain from that?

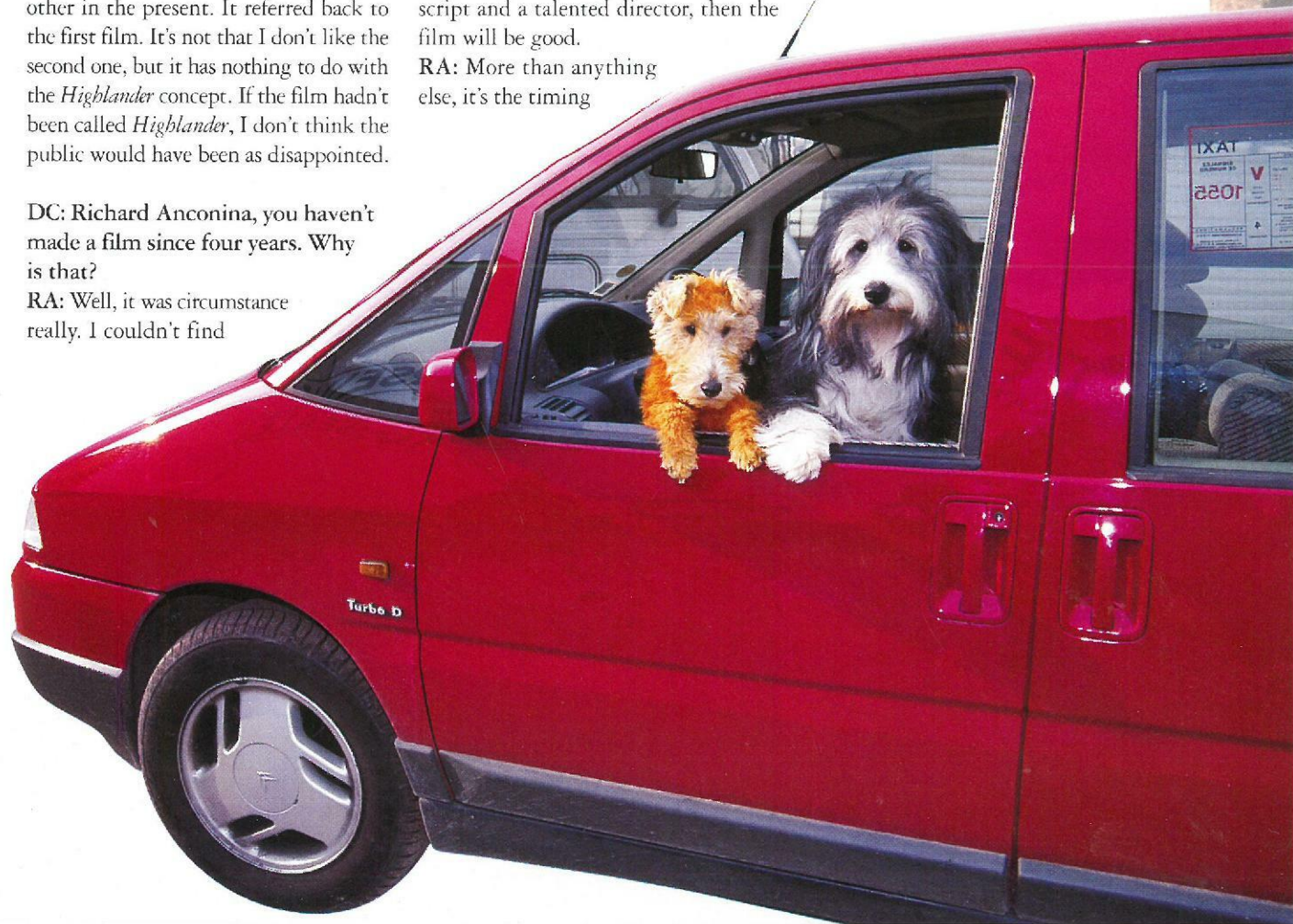
CL: For me, the most important aspect of a film is the script. If you've got a good script and a talented director, then the film will be good.

RA: More than anything else, it's the timing

and inspiration that count. The name of the director is not always a reference. Making a film is always a step into the unknown. A director may go through three films trying to find his own style and then suddenly get everything right with the fourth. In the first three, he's still trying to develop the right tone, to get the spirit and context of his films, but these initial efforts provide the basis for the fourth film, in which everything falls into place. I think the reverse is also true. A director may fall back on clichés or stock ingredients because he's gone stale; or he may lose his inspiration or sparkle.

DC: Is there any particular role you'd like to play?

RA: The possibilities are so vast... There are lots of great roles that could come up. Roles that everybody wants to do. I'd love

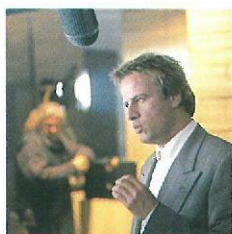




to play *Doctor Jekyll and Mr Hyde*! I loved what Spencer Tracy and Ingrid Bergman did. I'm always really impressed by the actors and the message conveyed by the film. The good and the bad that exist in all of us. In the film, Spencer Tracy plunges into despair when he realises that he's powerless to stop himself turning into a monster. It's great!

CL: I'd like to play the role of a kid because I love their world. They're always ready to learn and they don't take themselves seriously.

DC: Let's get back to the film. You have two canine partners, Pogo et



Picasso, also known as Hercule and Sherlock. Is it difficult making a film with animals?

CL: I worked with monkeys and gorillas for *Greystoke* and with wolves for *Grand Nord*.

RA: I worked with lions in the Claude Lelouch film, *Itinéraire d'un Enfant Gâté*. Pogo and Picasso are well trained and looked after by their handlers. We make a great team. Sometimes, we have more problems with actors who are young or who are afraid of a scene and can't get into the swing of things. That said, it's the sort of thing that could happen to us too.

DC: Would you say that the four of you became fast friends?

RA: Yes, certainly. The handlers feel that we've developed a real relationship. Pogo and Picasso know us and feel that we're in this with them and not against them: in short, that we're their friends. That makes the handlers' job easier. They can ask a lot of the dogs because there's no hostility between them and us.

CL: They're real actors. They always give us the right cues!

DC: In the film, you drive a Citroën Evasion. What did you think of it?

RA: I found it a great drive. I liked the short gear lever, which is placed slightly higher than normal, like on racing cars. You feel like you're in a small car because it's so easy to handle. And you dominate the road without being too high up. I loved the interior. All the seats are adjustable, and the layout and comfort are good.

DC: Are you interested in cars?

CL: I love cars! I don't drive in cities because there's too much traffic and it's difficult to park. I drive racing cars on a track simply to feel the speed and have fun.

DC: What types of car have you driven?

CL: I've never taken part in races. But simply for the thrill of it, I've driven Formula 1s, Formula 3s, Renault Formulas, Ferrari F40s... you name it.

DC: What do you expect from a car?

CL: Power, response, speed, a roaring engine, roadholding quality...

RA: That can be summed up in just one word: safety. A car equipped with an engine powerful enough to cope with difficult situations, excellent brakes and a passenger compartment that protects the occupants.

I prefer cars that offer me safety and comfort. Christophe was talking about the roar of the engine. I prefer silence when I'm driving.

CL: I think that all cars made to be driven fast are specifically designed to offer exceptional safety. Big cars place particular emphasis on safety. Driving fast with a small car really doesn't appeal.

DC: What does the marque Citroën mean to you?

RA: The DS and the Traction Avant because they were leg-

ends in their own time. Citroën's strong points have always been smooth driving and excellent roadholding. Citroën cars are often used for travelling shots in films. And then of course there's the look.

CL: The DS and the SM with its Maserati engine. The style and the design were interesting. It was revolutionary for its time. A real sports car.

DC: Do you consider design to be a criterion?

RA and CL: Definitely!

DC: What sort of styling do you like?

CL: I like sports cars so I tend to go for an



aerodynamic look, with a low wheel base and belt line. Things like that.

RA: I prefer something curvy...

CL: ...That's attractive to look at.

DC: What do you think of modern cars?

CL: Whether you're talking about Citroën, Peugeot or Renault, I think that a great deal of time and effort goes into the quality of the trim and that the trend is towards a form of luxury. That's important. Mercedes and Jaguar used to be in a class of their own since the luxury French cars were a bit cheap-looking! Today, top-of-the-range Citroëns and Peugeots are a match for heavyweights like Mercedes.



Xantia

A Citroën Xantia in kit-form

THE "XANTIA BODYWORK" TRAINING COURSE SEEKS TO INCREASE STAFF AWARENESS AND DEVELOP A STRONGER SENSE OF RESPONSIBILITY. SPECIALLY DEVELOPED BY CITROËN FOR BODYWORK PROFESSIONALS, THE PROGRAMME IS THE FIRST OF ITS KIND IN FRANCE. USING A XANTIA SHELL, WHICH CAN BE FULLY DISASSEMBLED BY TRAINEES, THE PROGRAMME HAS PRODUCED EXCELLENT RESULTS. DOUBLE CHEVRON TOOK A CLOSER LOOK AT THIS INNOVATIVE TRAINING SCHEME.

Every year, Citroën organizes technical training courses for the members of its sales network. The objective is to help after-sales specialists develop their professional know-how in order to

offer customers a service of optimum quality. The "Xantia Bodywork" programme was set up in September 1994. Aimed at coachbuilders and panel-beaters in Citroën branches, dealerships and garages, the

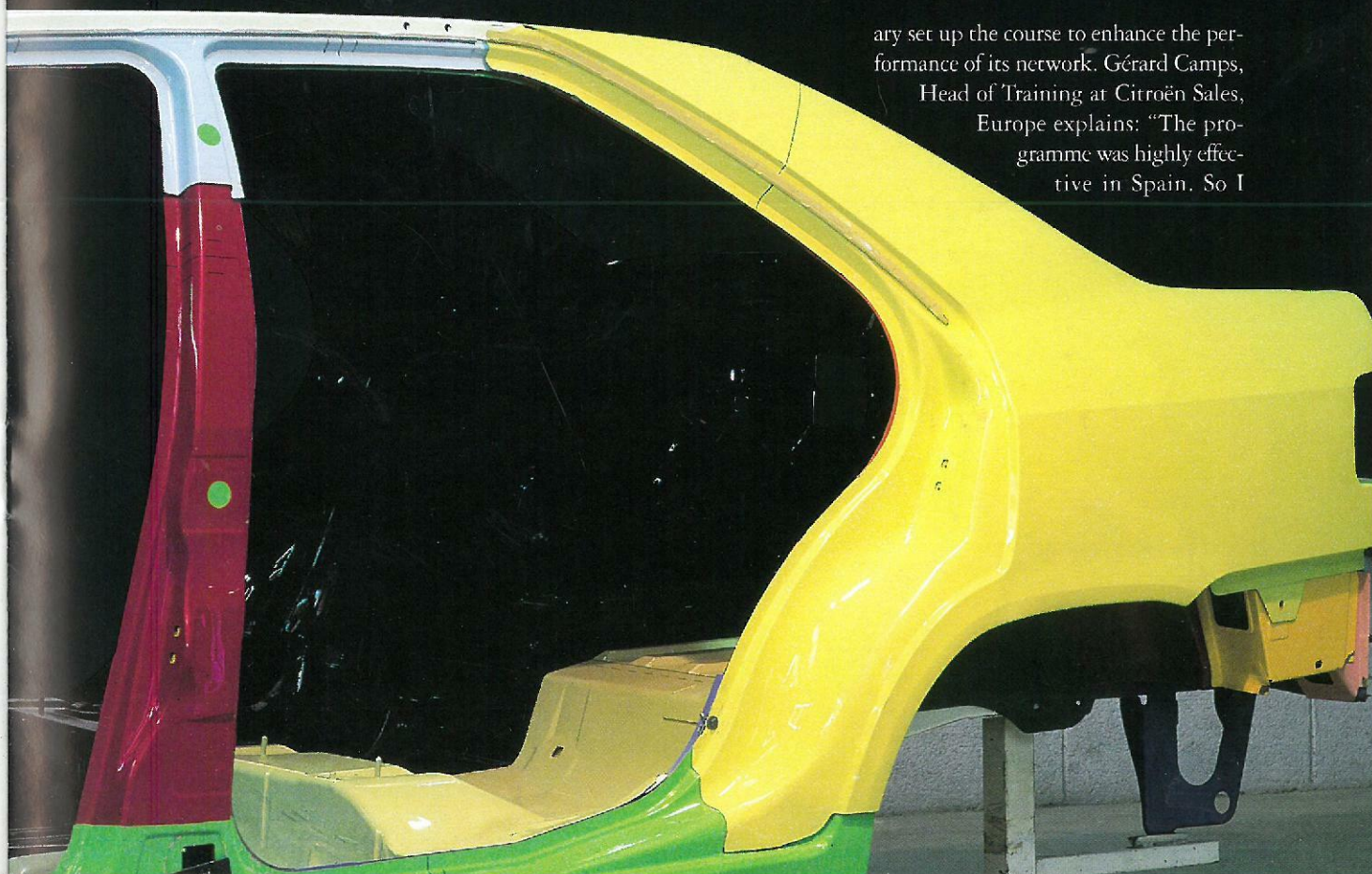
course has two unique features: first, it is a mobile training programme and second, the main teaching aid is a Xantia shell with 286 colour-coded parts that can be disassembled by trainees.

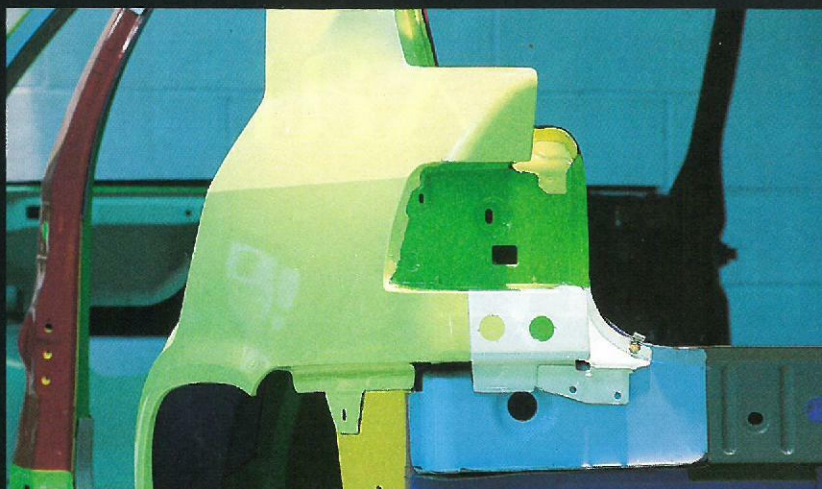
Tried and tested

First introduced by Citroën Hispania several years ago, the programme has proved its efficiency. Citroën's Spanish subsidi-



ary set up the course to enhance the performance of its network. Gérard Camps, Head of Training at Citroën Sales, Europe explains: "The programme was highly effective in Spain. So I





thought it would be a good idea to adapt it to our branches, dealerships and garages in France. Our aim was to train the coachbuilders and panel-beaters whose job is to repair the bodywork of a Xantia damaged in a collision. Total safety is a strategy applied by Citroën to all its vehicles. That means advanced technology, specific designs and, above all, materials that turn the passenger compartment into a protective shell in the event of collision. The Xantia is a perfect example of this strategy since it ranks with the leaders in its category in terms of active safety and passenger protection". Working in close association with Citroën Hispania



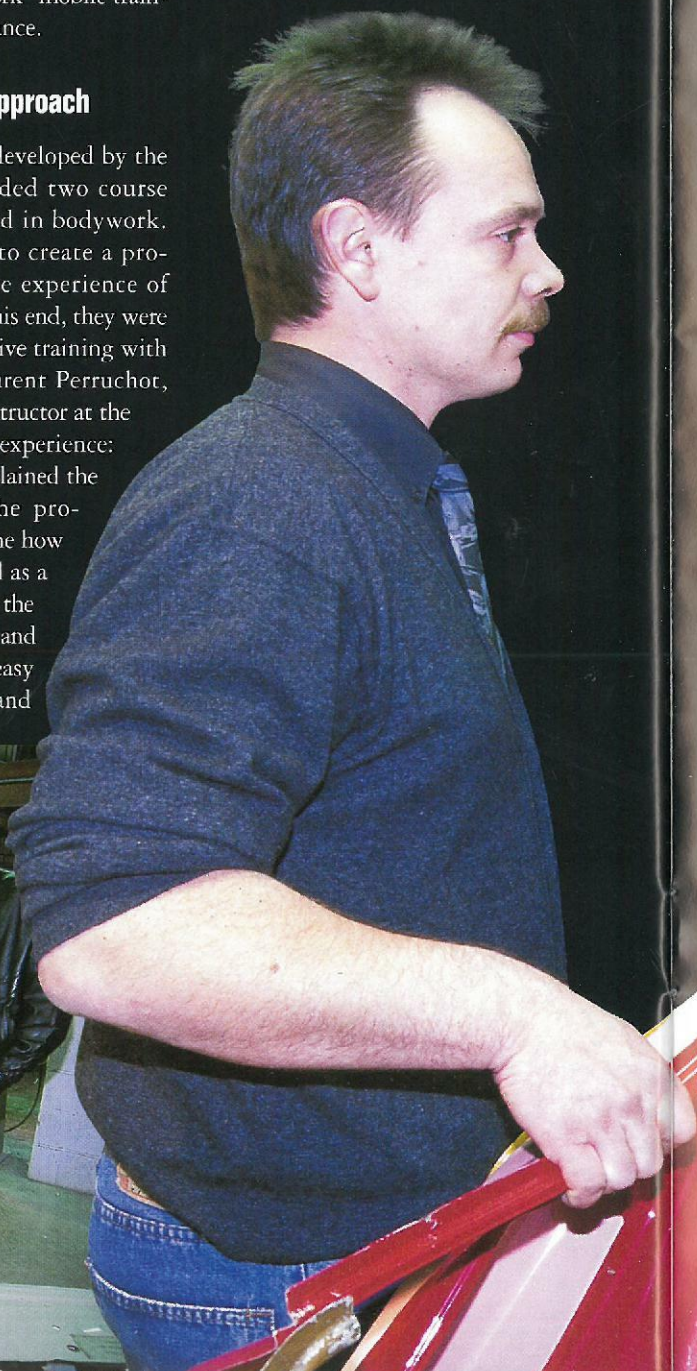
and the French national automotive training group (GNFA), Gérard Camps set up the "Xantia Bodywork" mobile training programme for France.

An original approach

The programme was developed by the GNFA, which seconded two course instructors specialized in bodywork. Their first task was to create a programme based on the experience of Citroën Hispania. To this end, they were sent on a week's intensive training with Citroën in Spain. Laurent Perruchot, course designer and instructor at the GNFA, described the experience:

"The Spanish team explained the basic principle of the programme and showed me how to use the Xantia shell as a teaching aid. I thought the idea was really original and I was amazed at how easy it was to disassemble and

reassemble the parts". Developed at the subsidiary's spare parts, advanced bodywork and paint workshop in Pinto, the Xantia shell was designed to teach students and to be easy to use for task instructors. "The principle is fairly simple in that the floor board is attached to a trolley. The various parts of the body come apart easily. The different materials are identified using a colour-coding system. The entire shell can be disassembled and reassembled in a matter of minutes. That's efficiency for you!" Having taken possession of his Xantia and loaded it onto a lorry, Laurent Perruchot started his travels round France.



A course aimed at increasing responsibility

As well as being highly original, the course is detailed and intensive. "We don't stay in one place, so we had to develop a programme that could be taught in one day. Most of our trainees are Citroën representatives or bodywork specialists who can't take too much time off work." For this reason, the programme is divided into two parts. Participants spend the morning in the classroom and, in the afternoon, they have an opportunity to apply what they have learned to the Xantia shell.

At a training centre in Mulhouse (north-eastern France), Laurent Perruchot welcomes a group comprising one represen-

Trainees dissect the bodywork of the Xantia. For each part removed, instructors give a detailed explanation of the correct repair procedure.

tative, five coachbuilders and two panel-beaters, all employed by dealerships in the region. "For the first four hours, we will study the structure of the vehicle, the bodywork, the different construction materials, the high-yield steel panels, the zinc coating used to protect the steel, the use of synthetic materials, and finally the procedures to be followed when repairing the structure to avoid altering the properties of the materials." The objective is to make participants aware of the importance of service quality. "We seek to emphasize their responsibilities by proving that poor quality welding or repairs can have serious consequences. For example, high-yield steel panels should never be welded with a blowlamp, brazed or straightened while



hot as this destroys their shock-resistant properties." After the time spent in the classroom, trainees are amazed when they see the Xantia shell for the first time. "Most of them have never seen a Xantia quite like this one!" The next three hours will be spent dismantling and analysing the 286 parts that make up the structure and bodywork of the vehicle: bonnet, wings, doors, bumper, central pillar, beams and side-members. No part is left unturned!

To date, over 1,000 Citroën professionals have followed this innovative training course. Gérard Camps concludes: "We are satisfied with the results and intend to repeat the scheme Europe-wide for the Saxo".





Fabienne and Frédéric

A wedding present



WHEN THE TRADITIONAL WEDDING SILVER, CRYSTAL AND PORCELAIN ARE REPLACED BY AN ENGINE AND FOUR WHEELS, A MOMENTOUS CHANGE IN ESTABLISHED PRACTICES IS CLEARLY UNDER WAY. THE CONCEPT OF WEDDING PRESENTS IS ENTERING THE THIRD MILLENNIUM. DOUBLE CHEVRON INVESTIGATED THIS STEP INTO THE FUTURE.

When a couple decides to tie the knot, they may have to rack their brains to come up with ideas for wedding presents. They cannot, after all, deny friends and family the opportunity to convey their



good wishes with a gift. Hubert Yaffi, Manager of Second-Hand Vehicle Sales at Citroën France, is a man with imagination to spare, and he has a wide range of recent Citroën models on offer. In the twinkling of an eye - or a wing mirror - he can turn the traditional set of cutlery into an object symbolizing adventure, freedom and treasured memories - starting with the honeymoon. Hubert Yaffi put his bold idea to the test when one of his friends got married late in life. The friend already had everything he



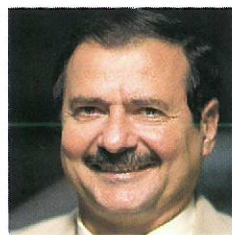


with a difference

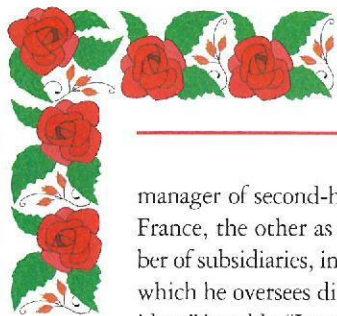


needed: money, flat, furniture, car... everything except a vehicle for his wife. "Nobody knew what to get him. My friends were phoning round in desperation so I put the idea to them. We clubbed together and gave him an AX. He decided he'd rather have a ZX so he paid the difference."

Today, in the wedding gift department of the Citroën Félix Faure subsidiary, the entire Citroën range is on offer, from the AX to the Evasion. The nearly-new vehicles have low mileage and come with a one-year guarantee, parts and labour. Making individual or collective payments, friends and family buy the engine, steering wheel, boot, gear lever and so on. Citroën Félix Faure makes its own contribution with ten-thou-



sand francs worth of parts and equipment. This sum can be converted into accessories and services. The most difficult aspect is left to the happy couple: the choice of a car! A thorny problem if ever there was one. "In the world of advertising and sales, you have to be able to come up with new ideas all the time," explains Hubert Yaffi. "A good idea won't remain a good idea for life. I like to try things out on a small scale first and then implement them nationwide." Hubert Yaffi has two jobs, one as



manager of second-hand vehicle sales in France, the other as manager of a number of subsidiaries, including Félix Faure, which he oversees directly. "When I test ideas," he adds, "I encourage the dealers to put them into practice. The determination of the people in the field is vital to success. People have to be passionate about their work in order to succeed."

Hubert Yaffi is certainly passionate about his. A fact that shows in his dynamic approach to sales and in a multitude of "little things" that serve to create a consensus around the subsidiary's slogan, *Félix Faure, moi j'aime* (I love Félix Faure).



Examples range from special series of second-hand vehicles to the aquarium placed at the delivery point to create a relaxed atmosphere, the telephone cards issued in the colours of the sales outlet... and the wedding list. An excellent idea since the wedding season is almost upon us!

By the way, should your car bear the sorry marks of winter weather when you enter Citroën Félix Faure, we feel we should inform you that it is likely to disappear. During your absence, it will be washed, brushed, polished to a sheen and parked neatly in a corner of the garage! "High-quality service" did I hear you say? I love Félix Faure!

A HAPPY COUPLE, A WEDDING AND AN AX



Frédéric and Fabienne are both in their twenties. When they got married in September 1995, they decided to adopt the Citroën Félix Faure wedding-list scheme. The result is a superb red AX. The car has five doors because "it's more convenient for a baby" (planned for 1997).

Double Chevron: How did you get to hear about the scheme?

Fabienne: Quite by chance. I had to take my 3-door AX in for servicing and a friend recommended the Félix Faure garage. I happened to see the offer. And as I was planning to get married...

DC: You already had everything you wanted...

Fabienne: The idea of a traditional list didn't really appeal because I have varied tastes and like to buy things on the spur of the moment. I thought the idea of a car was great.

Frédéric: We'd already bought almost everything. The car was a plus. We plan to have a baby in 1997 so the 3-door model wasn't really convenient. And this coming year won't be easy financially because I have to do my national service. So we thought we'd take the opportunity to invest in a 5-door car and get that particular worry out of the way. The financial advantages offered by Citroën Félix Faure - 10,000 francs and the trade-in deal on the old car - helped us make up our minds and we were also pleased about the garage managing the list.

Fabienne: We wanted to ask for cash, but some people are shocked by that. This scheme corresponded exactly to what we wanted.

DC: How did people react?

Fabienne: They didn't believe it at first. Older people weren't too keen on the idea because they like the idea of traditional lists. By not complying with the norm, we'd deprived them of the pleasure of buying cutlery or crystal!

Frédéric: Young people accepted the idea more easily. They thought it was original and innovative. Lots of them asked for photos of the car. People like to give something that will last and that they can identify with.

DC: What was the actual procedure?

Fabienne: It was simple really. We signed a short contract. People gave their contributions to Citroën Félix Faure and the garage sent us regular updates. The list was closed one month after the wedding. We asked the garage what they could give us for the total sum, which included the trade-in on the old car and the 10,000 francs offered by the subsidiary. When the car was delivered, it had a bottle of champagne in it - with best wishes from Citroën. We also received a telegram on the day of the wedding. We really appreciated that.



Once upon a time in Africa

IN 1973, CITROËN'S PUBLIC RELATIONS DIVISION SENT 100 YOUNG PEOPLE ROUND AFRICA IN THE COMPANY OF THEIR 2CVs. DOUBLE CHEVRON HAS CAUGHT UP WITH FIVE OF THE ORIGINAL TEAM MEMBERS. FLASHBACK.

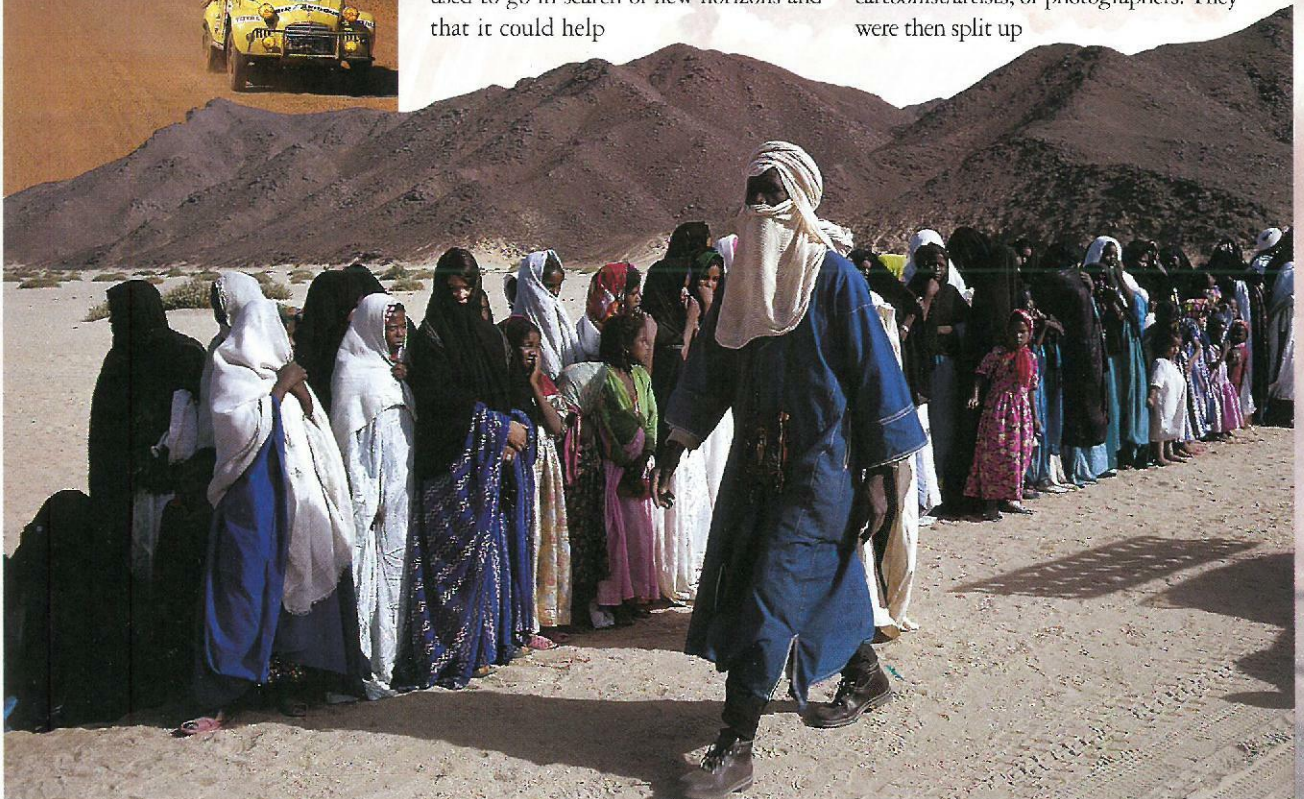


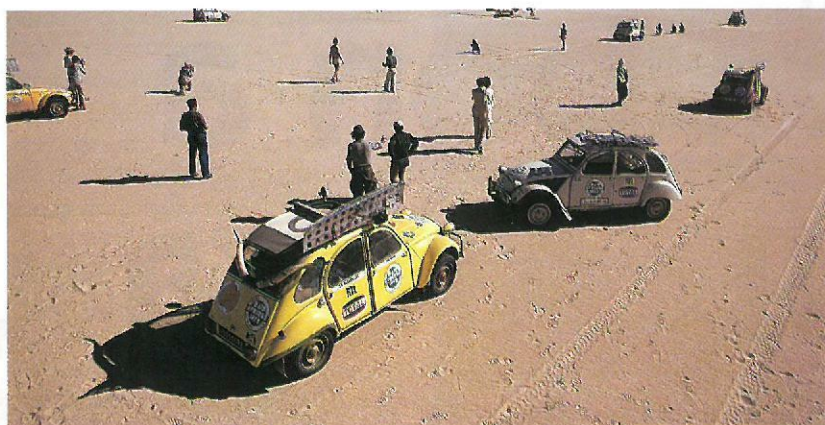
On 26 October 1973, 100 young people flew to Abidjan in the Ivory Coast to pick up their 2CVs and hit the road. Raid Afrique was underway. In the space of just over a month (see box), the participants travelled 8,000 km across Africa, from the Ivory Coast to Tunisia, through Upper Volta (now Burkina Faso), Niger and Algeria. The man behind the rally was Jacques Wolgensinger¹, Head of Public Relations at Citroën. It was his idea to follow in the footsteps of André Citroën, the marque's founder who organized the first cross-Saharan car rally in 1923 and the first transafrican car expedition - the Croisière Noire - in 1924. Citroën thereby demonstrated that a car could - and should - be used to go in search of new horizons and that it could help

bring people from different lands closer together. Prior to Raid Afrique Jacques Wolgensinger had already organized two rallies involving 1,300 young people and 500 2CVs: the Paris-Kabul and the Paris-Persepolis.

To each his own motivation

The number of participants in the Raid Afrique was deliberately limited to 100 (selected from a total 944 candidates) and fifty 2CVs. The main requirement was that potential participants should own a 2CV. Candidates also had to belong to one of eight categories: mechanics, assistants, doctors, cameramen, soundmen, journalists, cartoonist/artists, or photographers. They were then split up





into five groups of ten teams, with two participants per car.

Marie-Christine Lespinas, now a journalist with the Marie-Claire group, took part in this first Raid Afrique. Double Chevron asked her to describe the experience. "I was



used to travelling long distances by 2CV but hated having somebody organize the trip. I agreed to go along with my fiancé, Auguste, because I was madly in love! He was a real Citroën enthusiast". Auguste, now an optician, takes up the story. "That's right. I'd signed up for the Paris-Kabul but I crashed my car just before the start. I almost won the Paris-Persepolis. I had the same number of points as the winner but I came in eleventh at the end because a mix-up over time zones cost me a 100-point penalty". Marie-Christine continues: "I was in the artists' category and I made a collage for the selection board. I think they were a lit-

tle taken back by my coloured paper, glue and scissors but they liked the effect. Citroën later used my poster on a trade stand". Auguste did a photo story on the selection process.

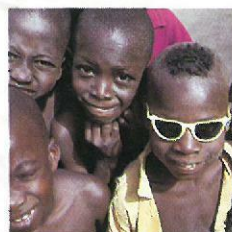
Phillipe Pétré, a former student of fine arts and today a graphics artist at the university of technology in Compiègne, northern France, explains how he got involved: "My speciality was cartoons. I turned up for the selection totally unprepared. I only remembered the date at the last minute and didn't take any drawings with me. In the end, I did them there and then". Christian Dumont, then a photographer and today a research assistant, was motivated by a different reason: "I wanted to drive a 2CV through sand, to see how it would react. I was far more interested in testing the car than in meeting people. I've always been fascinated by sand and the desert". Another photographer, Didier Fouqueray, now a telecommunications engineer, went along for one reason only: to experience the Citroën adventure.

Preparing for the voyage

Once the selection stage was complete, the next step for the successful candidates was to prepare the car. Marie-Christine Lespinas explains: "We weren't mechanics, so our

car was fitted out by the mechanics from the Citroën factory, along with the organizers' car". Christian Dumont also placed his car in the capable hands of the Citroën mechanics, but recalls that: "I was one of the rare participants who got 15 punctures because I'd made the mistake of using ordinary tyres". Phillipe Pétré and Didier Fouqueray entrusted their 2CV to their more mechanically-minded team-mates.

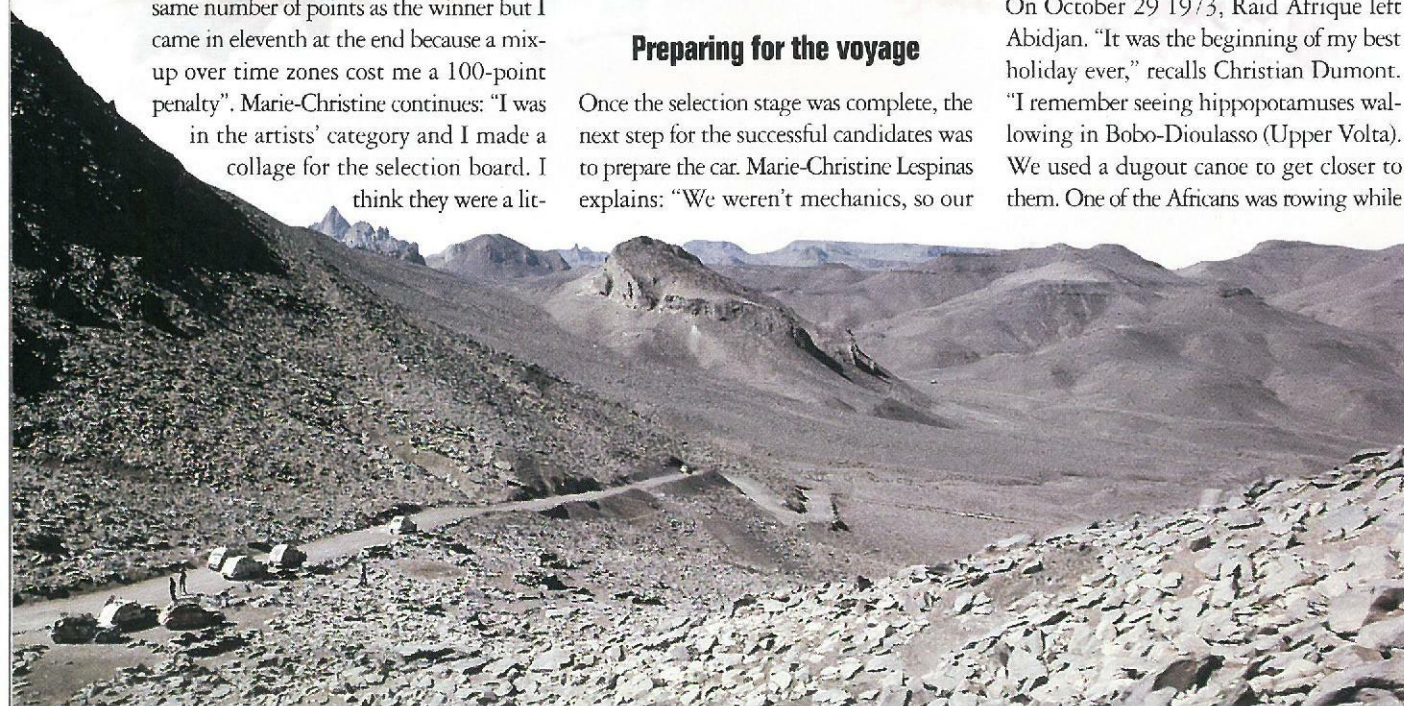
It was only when they were on board the plane that full realization hit them. "At the airport, we suddenly became aware of what a fabulous adventure was awaiting us," explains Auguste Lespinas. "And remember that catching a plane wasn't as commonplace 20 years ago as it is today." It was during the flight to Abidjan that Christian Dumont got to know his team-mate Yveline Lenormand. "My original



team-mate, who was also a work colleague, had to drop out following an accident just after the selection process. Yveline, whom everyone called "the Duchess", was the only competitor to have taken part in both the Paris-Kabul and the Paris-Persepolis."

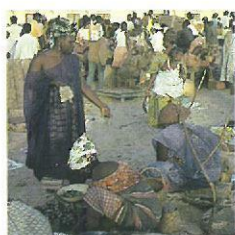
Memories are made of this

On October 29 1973, Raid Afrique left Abidjan. "It was the beginning of my best holiday ever," recalls Christian Dumont. "I remember seeing hippopotamuses wallowing in Bobo-Dioulasso (Upper Volta). We used a dugout canoe to get closer to them. One of the Africans was rowing while



the other bailed out with a tin can. Suddenly a thought flashed across my mind... what if a hippo upturned the canoe, and the crocodiles came? Fortunately, nothing happened." Didier Fouquercy has vivid memories of the colours: "The sand, the volcanic rocks of Hoggar, the colour of the mountain tracks... the Tassili cave paintings, particularly the crying cow. I'll never forget the gardens and forests in the middle of the Algerian desert, a miracle created by the water shooting up from the oil-extraction centre in Hassi-Messaoud". Christian Dumont described the evening organised by Sonatrach², also in Hassi-Messaoud: "It was like something out of Arabian Nights. I'm especially proud of one photo I took. It shows a 2CV next to three Berliet T100 trucks, left behind after the war. Paul Berliet has since taken one back for his foundation".

All five participants are unanimous in describing their most precious memory: the Ténéré desert in Niger. Auguste Lespinas describes the moment: "We realised just how extraordinary this journey was when crossing this desert. At last, we were going to see the Ténéré tree, used as a reference point on every map of the Sahara. It was on our route, but most importantly it was the only tree in this huge desert". "Sadly," recalls Marie-Christine Lespinas,



"we found it lying on the ground. That night Jacques Wolgensinger, interviewed by RTL radio, gave the world the sad news". "Just imagine," continues Phillipe Pétrel, "Georges Popovitch and I are perhaps the only artists to have drawn the Ténéré tree lying on the ground. It was later taken to the museum in Niamey". Just as moving was their journey through the Sahel. "We'd prepared ourselves for some terrible sights," explains Auguste Lespinas "especially as we'd all seen images of Biafra on TV. What we saw was just as dreadful, but actually being there made it all the more horrific.

Starving children, herds decimated, nothing but devastation". Marie-Christine Lespinas remembers Djado, in Niger: "It's a ghost town, decimated by the Toubou. The burnt-out ruins and mounds of skulls were still there, two centuries later. Just imagine: you're in the middle of the desert, and suddenly a town appears out of the sand, like Saint Michael's Mount rising out of the sea".

A Tuareg wedding

For Marie-Christine and Auguste Lespinas, their most cherished memory is their wedding day in Agadès. Today, their two children both have Agadès as their middle name. "We were planning on getting married," explains Auguste Lespinas, "but weren't particularly keen on a white wedding with all the frills since we were just coming to the end of our hippie period. Before setting off, we'd read a book about a couple who'd gone through a wedding ceremony according to the rites of every tribe they met and we both liked the idea. The inspiration came out of the blue: why not be married by the Tuaregs? I've always been fascinated by this Berber tribe. Marie-Christine and I both wanted a quiet wedding. We talked it over with Jacques Wolgensinger, who promised to take care of the arrangements. The next day, everything was in hand. Our "intimate" wedding was transformed into a huge celebration, with over 2,000 guests, far more than if we'd got married at home. People came from miles around to see a European couple get married according to their rituals. Of course, our Raid Afrique colleagues were there too". Marie-Christine continues the story: "The day sped by. I remember having to walk around Auguste's hut three times, surrounded by women. The sun was beating down. I almost fainted, because of the heat and the crowds. We went through



RAID AFRIQUE: KEY FIGURES AND DATA

Raid Afrique was organized by Citroën, Total and RTL, with Air Afrique and Kodak, and sponsored by the French Secretary of State for Youth and Sport.

Over a period of 36 days, 100 young people in 50 2CVs, covered the 8,000 km between Abidjan in Ivory Coast and Tunis in Tunisia, via the Ténéré desert and Hoggar. The journey was completed in 24 stages.

The average age of the 92 men and 8 women was 24 years and six months.

The teams comprised 49 mechanics, 10 doctors (or paramedics), 10 assistants, 11 photographers, 7 journalists, 5 soundmen, 4 cameramen, and 4 illustrators.

Each of the five groups was made up of ten 2CVs for the participants, one for the organizers, one for journalists and a Berliet truck transporting food, water, petrol, spare parts and breakdown equipment. Each team took its name from the colour of the truck: purple, sand, white, orange and yellow. The red truck had the job of picking up stragglers who were lagging behind. In 1993, Auguste Lespinas, one of the hundred participants, spent a month tracing former team members for an Raid Afrique reunion. They were all delighted to get back together and relive happy memories, twenty years on.

an initiation ceremony which lasted half the day, me with the women and Auguste with the tribe leader. We didn't respect all their rituals. For example, the Tuaregs don't like curly hair and wanted to straighten mine". Auguste takes up the story: "They wanted me to shave off my moustache but I refused outright. Also, I was supposed to carry Marie-Christine off on a camel, to the outskirts of the village. I just pretended to do it, with someone holding the camel. According to Tuareg tradition, the husband brings the dowry. I said I had a 2CV, though it was really Marie-Christine's. They wrote it down as "1 2 horses"³, but didn't seem satisfied so I added on two camels - which I still haven't given to her! The marriage announcement which we used to announce the wedding back home, is more like a list of livestock!" Didier Fouqueray remembers that, "the dye from Marie-Christine's indigo veil came off on her skin, making her look like a real Tuareg!"

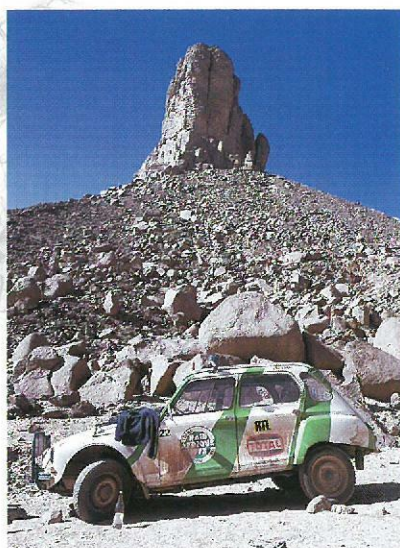
After the Rally

On November 28 1973, participants and 2CVs sailed back to France. Auguste Lespinas remembers "our sadness at saying



goodbye after so many days together. But the return journey over raging seas was so unpleasant that we were all overjoyed to set foot on dry land in Marseilles".

That may have been the end of their Raid Afrique, but the Citroën adventure was far from over. Christian Dumont, Didier Fouqueray and Auguste Lespinas were chosen to present the CX to journalists in Lapland, in August 1974. This meant a six-day, 3,400 km rally, from Björnfallän in Lapland to Paris. Auguste Lespinas confesses that: "Raid Afrique gave me a taste for adventure. I wanted to push myself further, to give some sort of a structure to what I wanted to do. The rally also gave me a passion for cars, for driving. I took part in



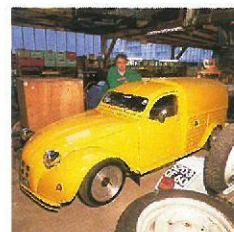
many 2CV rallycross races and even won a couple, including one in England. I took part in the CX World Championships one season, with Patrick Laple. We finished 11th overall in Portugal and first in the private car category. I continued for two seasons, until Marie-Christine asked me to give up competition racing". Didier Fouqueray and Christian Dumont also tried their hand at 2CV rallycross racing. Whereas Didier Fouqueray "returned twice to Africa in his 2CV for shorter distances", both Auguste and Christian sold theirs. Christian has since travelled many miles with Citroën, but not in a 2CV. He made the Paris-Moscow-Leningrad-Yalta round trip - almost 13,000 km - in a Visa. Today, he is a loyal Citroën customer, having bought 23 Citroën cars. Didier Fouqueray is a close rival in this department. "I first discovered Citroën at just three, when I was photographed in a Rosalie. Since then, I've owned a Traction Avant, two DS, a CX, three Visas and two BXs".

All for the love of a 2CV

Phillipe Pétré was also tempted by 2CV racing, coming third in Vanderville in 1976. He gave it up because he could not bear the damage to his car. "I caught the 2CV bug when I was just five years old. My father, a teacher, was on a priority waiting list. This meant he got a new 2CV after just five years instead of the usual six. Ever since Raid Afrique, I've been mad about 2CVs, sand and rallies. Today, I'm Chairman of the 2CV Club for the Picardy

region and regularly organize rallies for my own club and with other 2CV clubs.

I design the posters and bumper stickers. I've done five years of 2CV rallycross racing and I've also taken part in the Algeria 2CV rally and in three Dakar rallies, twice in a 2CV diesel prototype based on a Mitsubishi Pajero. I finished 63rd overall in 1990, coming 8th in the diesel-prototype category. I own around twenty 2CVs, all in perfect condition. I have 2CVs from 1953, 1955 and 1956, plus a Spot, a Sahara twin-engine, a Méhari and an Ami 6 saloon. I've also built a four-door cabriolet, a Hi-boy coupé, and a Citron pressé with a GSX3 engine, AK350 base, Cmatic gearbox and M35 hydraulic suspension with an Ami Super chassis. Today I'm considered a real expert, although that was not my initial intention. My dream today is to own a 1950 2CV, as that's the year I was born." For Marie-Christine Lespinas: "The true joy of the rally was discovering Africa. I love travelling and I wanted my kids to feel the same. The first time we took them to Africa, they experienced the same intense emotions that we did, 23 years earlier. The first car we'll buy our son will be a 2CV - it's what he wants". However, all the par-



ticipants share the same regret: the current Citroën range offers nothing to replace the 2CV. "It's more than just a car. It's a state of mind," explains Didier Fouqueray. Christian Dumont agrees: "It represents a lifestyle that doesn't exist today. Without the 2CV, Raid Afrique could never have existed. It was the star of the show. Even now, I think of the rally every time I get behind the wheel". The windscreen sticker on Phillippe Pétré's 2CV sums this feeling up: "This is not a car, it's a way of life".

1. Author of "Raid Afrique", published by Editions Flammarion.

2. Sonatrach was responsible for the supervision and management of oil and gas fields in Algeria.

3. "chevaux" means both "horsepower" and "horses".

DTII

Information technology: a strategic tool in a competitive environment

FOR CITROËN, INFORMATION TECHNOLOGY IS A VITAL TOOL IN THE QUEST FOR INNOVATION AND PRODUCT QUALITY. IT IS THE ROLE OF THE DATA PROCESSING DIVISION (DTII) TO MONITOR AND IMPLEMENT THE PROGRESS MADE IN DIGITAL TECHNOLOGY. DOUBLE CHEVRON LOOKS AT THE USE OF INFORMATION TECHNOLOGY GROUP-WIDE.

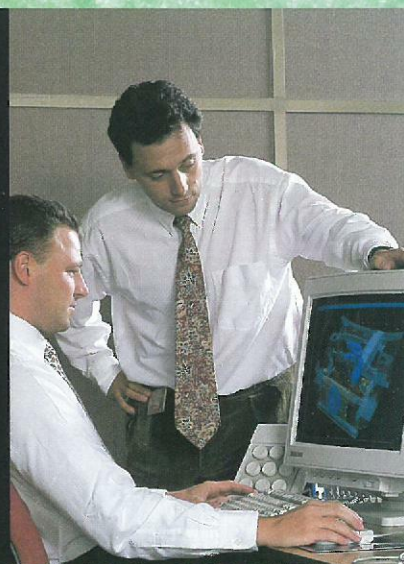
Computers, software and communication networks are essential to the development of each and every vehicle part. Citroën has long recognized the vital role of computers in maintaining its competitive edge. Jean-Pierre Cabart, Assistant Manager of the Data Processing Division (DTII), explains: "More important than productivity alone, information technology is present in everything we do. It helps us to promote quality and innovation. Our inventiveness and capacity to move forward depend largely on our skill in

selecting and using leading-edge digital technologies". The purpose of this joint division, common to the two marques of the PSA Peugeot Citroën



MANAGEMENT BY "PROJECT"

Just like a vehicle development project, an information system calls upon many different types of expertise and know-how in its life cycle. Organized into projects under the responsibility of the Data Processing Division (DTII), the work brings together PSA Peugeot Citroën Group users, computer scientists and engineers. Each stage follows a precise schedule: general objectives and preliminary studies, feasibility and development, industrial production and testing. "This approach calls for an overall vision of the Group's vehicle development projects and of their present or future needs in terms of information technology," points out Jean-Serge Bertoncini, Head of the Data Processing Division. At the same time, new and attractive opportunities arising in the fast-moving world of information technology must be seized at the earliest opportunity. It is essential to keep one step ahead of technological change. In fact, innovation and progress in information technology is often a gradual and continuous process, rather than a sudden lurch forward for the launch of a new car, for example.



Group, is to grasp any new and useful developments in the burgeoning computer market, adapt them to the technical and economic constraints of each area of expertise, and turn them into a competitive advantage for the Group. The DTII is responsible for designing and running all the "information systems" used by the Group. In this way, it plays a key role in improving performance in areas as diverse as product design, process modernization, industrial flexibility, quality of interfaces and relations with customers and suppliers. Information technology is the framework around which the entire company is organized. Through the efforts of the DTII, the latest digital technology can be found in every office and every workshop, helping the company and its staff to... work wonders!

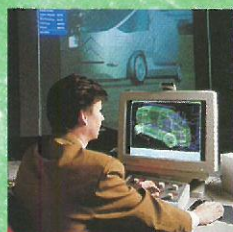
A faster design process of optimum efficiency

The role of computers in the car industry begins in the design office. Here, CAD/CAM techniques, scientific computation and virtual imaging are used in the numerical definition and validation of vehicle architecture, parts and production processes. Communication networks are also essential in this phase - engineers working on the same project in different places can transmit and exchange data as required. As soon as a new project is launched, computers are brought in to assist in the design process. To further market surveys and target customer requirements more accu-

rately, the DTII has set up a new application: the "Marketing Plan Product" (MPP) database. MPP gives users immediate access to information on the market and the competition, the product strategy and the initial industrial and sales plans. Bernard Girard, Data Processing Division Manager and Head of the Technological Strategies Division, explains: "Designers integrate these data in their sketches, which are then digitized for "virtual" reproduction on the computer screen. This marks an important initial stage in vehicle design". At Citroën's Creative Styling Centre in Vélizy, the impressive array of state-of-the-art computer systems in the "Imaging-Feasibility" studio provides



a spectacular illustration of CAD/CAM capabilities. Here, designers build up an animated three-dimensional image of a model first sketched on paper. In this way, they are able to judge the shape and volumes of the full-sized item by projecting the computer image onto a cinema screen. The "scale 1" model is shown with remarkable realism against an urban or rural backdrop. This virtual image also enables the designer to assess the fluidity of the patterns of light and shade projected or reflected by the vehicle. He can zoom in on particular zones (bonnet, front wing, etc.) and vary the lighting angle. Last, since his system is hooked up to the design office through a high-speed network, he can check the technical viability of his model and provide data on industrial feasibility at an early stage in the project. This process saves a great deal of time and money since the design phase



"accounts for the biggest percentage of total part cost", points out Jacques Surzur, Head of Computer Management at the Plant, Equipment and Production Engineering Division (DMEI). "In another area of activity, at the Citroën production plant in Saint-Ouen, a similar link with the design office was set up for the development of stamping and cutting-line tools. As a result, we have cut development times by 40% and halved the number of technicians required to set the tools up." Another area in which information technology has brought gains in time, efficiency and quality is shock simulation on vehicle structures. Again at Vélizy, the engineers of the Automotive Research and Technology Division (DETA) use the phenomenal power of Cray supercomputers to predict the behaviour of numerous structural components and to validate their design at

A PLAN TO PREPARE THE FUTURE

"The third millennium will see the emergence of a cyberworld, born out of the remarkable progress of digital technology and customer demand for increasingly sophisticated services. Success will depend upon our being ready for these changes." For Jean-Serge Bertoncini, Head of the Data Processing Division (DTII), it is never too early to start preparing for the future. That is why he is bringing the energy and know-how of his entire staff to "Arc-en-Ciel", the DTII's contribution to the PSA Peugeot Citroën corporate project. Relying on an approach based on continuous, structured and ordered progress, the plan is designed to pursue excellence. It applies the three major principles underpinning management through total quality: customer satisfaction (naturally), but also the future of the company and employee satisfaction. Arc-en-Ciel sets the objectives to be reached at different organizational levels over different time scales (three or five years) within the division. It then defines specific action plans to meet these objectives, with the support of partnership contracts (200 in 1996) signed by the DTII and the users of its systems within the Group. Last, Arc-en-Ciel sets out the main principles underpinning collective success as well as the ethical values that should govern the behaviour of each individual. Through Arc-en-Ciel, the Data Processing Division is targeting three priorities: to make the computing infrastructure increasingly robust and open, to create opportunities for the company to conquer new markets through innovation at optimum cost and to develop self-assessment of quality, competence and productivity in order to speed up the pace of progress. These potential areas of improvement are evaluated according to the criteria of the EFQM, the European Foundation for Quality Management. The EFQM uses a grading system to measure the efficiency of all action plans undertaken. Other approaches, such as ISO 9000 certification, complement this quest for total quality.

an early stage. The crushing of complex structures, such as the front end, can be displayed on a screen, as can their interaction with mechanical parts such as the engine, the suspension system or the steering column. Even the progressive crumpling of certain parts - signifying optimum shock absorption - can

be studied and visualized. Parts studied in this way include the cantrail (the main girder running between the bumpers and the passenger compartment) and the wing linings. Simulation software is also used for industrial tools. Using specific applications involving complex behaviour laws such as stamping or



CITROËN PIONEERS THE "MECATRONIC" APPROACH TO AUTOMOTIVE COMPONENTS

The use of electronics offers customers new levels of driving comfort, pleasure and safety. Electronics are increasingly used in such functions as engine control, ABS, automatic gearboxes and comfort equipment. "In ten years time, the PSA Peugeot Citroën Group will be installing some ten million processors in its cars," declares Bernard Girard, Data Processing Division Manager and Head of the Technological Strategies Division. Citroën is already an established world leader in on-board electronics, with the high-performance Hydractive suspension systems fitted on the XM, the Xantia and, more recently, the Xantia Activa. When sophisticated technology such as this are installed on volume-production cars, no concessions can be made as regards reliability, driving pleasure or maintenance. Hence the need to enhance the design simplicity and reliability of these "mecatronic" sub-assemblies (combining mechanical, electronic and computer components). To guarantee the operating safety of these systems, to speed up development, to improve quality and "get them right first time", the Group is progressively building up a range of CAD simulation tools. An offshoot of the EU Esprit project, this work will ultimately provide a complete "mecatronic platform" with design guides, electronic module libraries and validated, reusable software packages.

moulding (Isopunch, Simulor, etc.), engineers are able to visualize how a sheet of metal will be thickened or thinned down by a particular tool, or how molten metal will fill a mould and solidify into a cast part. Developed and validated by the research and industri-



al engineering centre (CREPI) inside the Plant, Equipment and Production Engineering Division, these programs are used to develop new processes and validate them at an early stage prior to pre-industrial production. Last, like the designers, engineers can "climb inside"

their CAD models. They can stroll around the virtual shopfloor, walk between the machines, turn their heads and eyes, move their arms and legs, climb stairs and cross footbridges! This virtual reality is achieved by means of "immersion"-dedicated graphics simulation software.

Engineers are able to see the amount of space available for an operator in a robotized unit for example, and to optimize the operator's movements as well as those of the robots. These computer tools not only save time during the design phase, they also limit the cost of any modifications required to improve safety or ergonomics or facilitate maintenance.

A simultaneous engineering "model"

The rapid overview given above covers only a small fraction of the vast quantity

of diverse numerical data involved in a vehicle development project.

The early stages of the project involve specialists from such diverse areas as marketing, research, production engineering and purchasing. Their task is to pool their knowledge and define an



optimum solution in terms of quality, cost and deadlines. This broad collaboration, which proceeds in a series of iterative stages in line with the principles of the PSA Peugeot Citroën Product Development Charter, involves the sharing of large quantities of data and thus





requires the adoption of a common numerical reference.

However, this common reference is still lacking: for most vehicle parts, traditional physical models are still used as the basis for decisions concerning space allocation, ease of assembly during production, part movement during routine use, ease of disassembly for vehicle servicing, etc. "For this reason, the Group recently launched a plan of action to develop a common three-dimensional CAD/CAM numerical modelling tool, ultimately available to everyone involved in a vehicle development project," explains Jean-Pierre Cabart.

This modelling tool was first used by the Automotive Research and Technology Division (DETA) as a simultaneous engineering medium to group advanced design data on two successive vehicle development projects.

The first application, broadened to include all areas of the DETA's expertise and updated each week, was used for a project in the development phase. In the final, generalized version of the tool, each user will have access to all project data, updated to include the latest results of joint studies.

The number of iterations in the project cycle will be reduced, while the number of possible technical configurations to be validated will be increased in order to take account of greater vehicle complexity and the growing variation offered by each vehicle manufactured by the marque.

The numerical tool will considerably reduce the time required to bring a new vehicle to market.

Production: reliable, high-performance tools

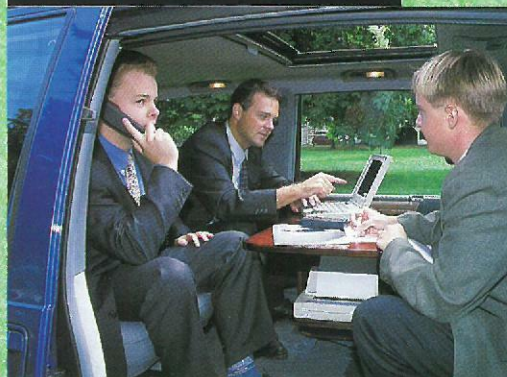
With a "just-in-time" production system manufacturing cars to order, computers are the linchpin of the entire industrial process. Information systems must be reliable, efficient, and flexible to handle tasks of increasing diversity. On the basis of the different equipment alone - not counting bodywork colours and upholstery - it would be possible to produce more than 80,000 variants of the Citroën ZX! A fact that illustrates the value of the computer services provided by the DTII, both for the shop floor and the sales network.

The progress already achieved can be illustrated by one of the many indicators used by the DTII to assess the quality of its systems, in this case the number of vehicles lost due to a computer malfunction. In five years, these losses have been reduced by a factor of four in the Group's various production plants. Automation is naturally one of the main concerns of the DTII in its quest to optimize production processes.

Numerically controlled machines, robots programmed off-line and synchronized by PLCs, high-performance local industrial networks, measurement and quality control appliances, fault diagnosis, preventive maintenance and part traceability software are just some of the computerized systems bringing improvements in quality, speed and reliability every year. We could also mention the Argos production control system, a tried-and-tested success which

CITROËN AND MICROSOFT JOIN FORCES TO CREATE THE "OFFICE ON WHEELS"

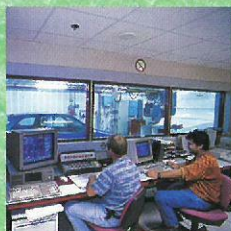
Imagine a car that doubles as an office, a car that lets passengers (though preferably not the driver!) hook up to on-line services such as Microsoft Network and Internet. This fantasy will soon become reality with the development of the "office on wheels", a project initiated by Citroën in collaboration with Microsoft. Two prototype Citroën Evasion people-carriers, containing a desk fitted with a hands-free mobile phone and PC have already been presented in association with Siemens, Computer Case and France Telecom. Vehicles post-equipped with these features will soon be available to customers. Aimed primarily at company managers, travelling salesmen and work-site managers, these vehicles will also be useful for travelling exhibitions or for mobile video-conferences.



can now be found in all the Group's end-assembly plants. Operating in association with the Pégase, Hermès and Sherpa flow systems for outgoing and incoming parts, Argos provides centralized site monitoring and management.

Cameras and satellites for increased efficiency

Production levels can be scheduled on a daily basis, taking into account specific constraints such as the volume and type of parts to be produced, orders of



priority, manufacturing problems, etc. With Argos, every production parameter is monitored in real time on control room computer screens. At the Aulnay end-assembly plant, for example, production programs are defined and implemented in accordance with the list of cars on order (colour, engine type, options, etc.), on the basis of information transmitted by the Citroën head office where data from the sales network are centralized. Cameras located in each sector of the plant read the bar-code labels on the carrier hooks following each vehicle throughout the assembly process, and transmit the information to Argos. The arrival of the parts at the various assembly stations is closely co-ordinated with the logistics and supply departments, working on a direct basis according to the parts required or else using a pulled-flow management system. The seat supplier, for example, working in synchronous flow, produces the required parts in real time after receiving an order sent by the plant when the car has reached the assembly area. Extending the remarkable inter-plant coordination achieved through the use of telecommunications networks, the DTII is developing the scope of a whole range of

other applications, including video-conferencing, electronic mail and, above all, a computerized data exchange with 4,200 Citroën and Peugeot representatives via a VSAT satellite link. With this new system, which is now being brought into general use, the Group's central computers will be able to send information (price lists, parts lists, availability of new and second-hand models, etc.) via Eutelsat II directly to the antennas connected to each dealer's computer. This will revolutionize the transfer of data, which traditionally relied upon the Transpac network in France,

the IBM Global Network in Europe... or a diskette in the mail. Dealers will thus have 99.9% availability for their calls while speeding up data exchange by a factor of between 2 and 6.

It is difficult to be exhaustive when presenting a subject as vast and broad as computer technology in the car industry! However, let me underline one last aspect of information technology: its human dimension. Information technology is a remarkable tool, developed to serve humanity, to enhance the way in which people work, to give them greater responsibility and scope for action, and to enrich their know-how and motivation.

Didier Counas



THE DATA PROCESSING DIVISION IN BRIEF

Name: Data Processing Division (French acronym: DTII)

Role: to provide the PSA Peugeot Citroën Group with information systems able to satisfy its present and future needs. This task includes responsibility for the choice of digital technologies and their implementation, in liaison with traditional disciplines such as electronics, engineering, process control and telecommunications.

Scope: from CAD/CAM and computer models of preliminary vehicle designs through to production and marketing via the sales network. Other aspects include information security, relations with suppliers and administrative management.

Resources: 20,000 PCs, 40,000 terminals, 2,000 CAD/CAM workstations, 13,200 PLCs, 2,270 C/D class robots, 2,800 dedicated computer-servers, supercomputers (200 Mips, 8,000 Gigabytes) located on two sites to consolidate data on a Europe-wide basis.

Staff: more than 1,500 people in France (15 sites); more than 1,800 in Europe (19 sites).



Citroën's Private Technical School: entrance exams in May

Citroën's Private Technical School is part of the Citroën Institute. Students can study for a two-year diploma in electrical engineering or - if they stay on for a further two years - for the professional baccalauréat in the maintenance of automated mechanical systems. Candidates are required to sit a competitive exam held every year in May. They must also have completed a minimum of four years in secondary education and be under 18. The school offers high quality teaching, with engineers and technicians from Automobiles Citroën on the staff, as well as modern equipment and resources reflecting today's industrial context. In this way, students are able to make rapid progress. The syllabus includes training periods in Citroën establishments, as well as sporting and cultural activities.

Citroën enthusiasts at Rétromobile

The "Citroën village" at the Rétromobile exhibition provided a meeting place for Citroën enthusiasts, flocking together from their various clubs. Visitors to the exhibition had an opportunity to view - and in some cases to buy - a range of collector's cars and motorbikes. Between 9 and 18 February, the Paris Exhibition Centre offered a platform to such vehicles as the Traction, the DS Dandy



Coupé, the SM Bleu d'Orient with its carburettor, the M35 with its rotary engine, a series of DS cars used in films, the goutte d'eau 1953 C10 prototype made entirely of aluminium, weighing 282 kilos, with a 530 cm³ engine and a top speed of 114 km/h, as well as the C60 Prototype presented by the Citroën Amicale and which comes between the Ami 6 and the DS.

The Saxo and the skaters

The Paris Bercy stadium hosted the finals of the World Figure-Skating Championships between 23 and 25 February. The 36,000 spectators attending the event thrilled to the grace and artistry of the world's 16 best figure skaters - and they also enjoyed a preview of the Citroën Saxo, displayed on a podium at the edge of the skating rink.



The marque was one of the official partners of the event. It provided the organizers with three Citroën XMs to transport the participants and also displayed a Citroën Saxo at the entrance to the "champions' village". The marque's latest model attracted the attention of all the competitors and particularly Michelle Kwan, the US Champion who won the event. "I really like the Saxo because it's small. The shape and colour are attractive. It looks really comfortable." Sarah Abitbol and Stéphane Bernadis, the French couple who won the bronze medal in the 1996 European Championships, confessed that they would have liked to have driven off with the Saxo!

Citroën ZX 16V Trophy: the race goes on

A Xantia Activa 2.0 l 16V and FFr 30,000 will be awarded to the



winner of the 1996 ZX 16V Trophy organized by Citroën Total Michelin Facom. Each of the eight races, which start on 13 April in Sainte-Baume and end on 10 November, will offer prizes worth FFr 197,000, with FFr 32,000 going to the winner.

Citroën in partnership with businesses

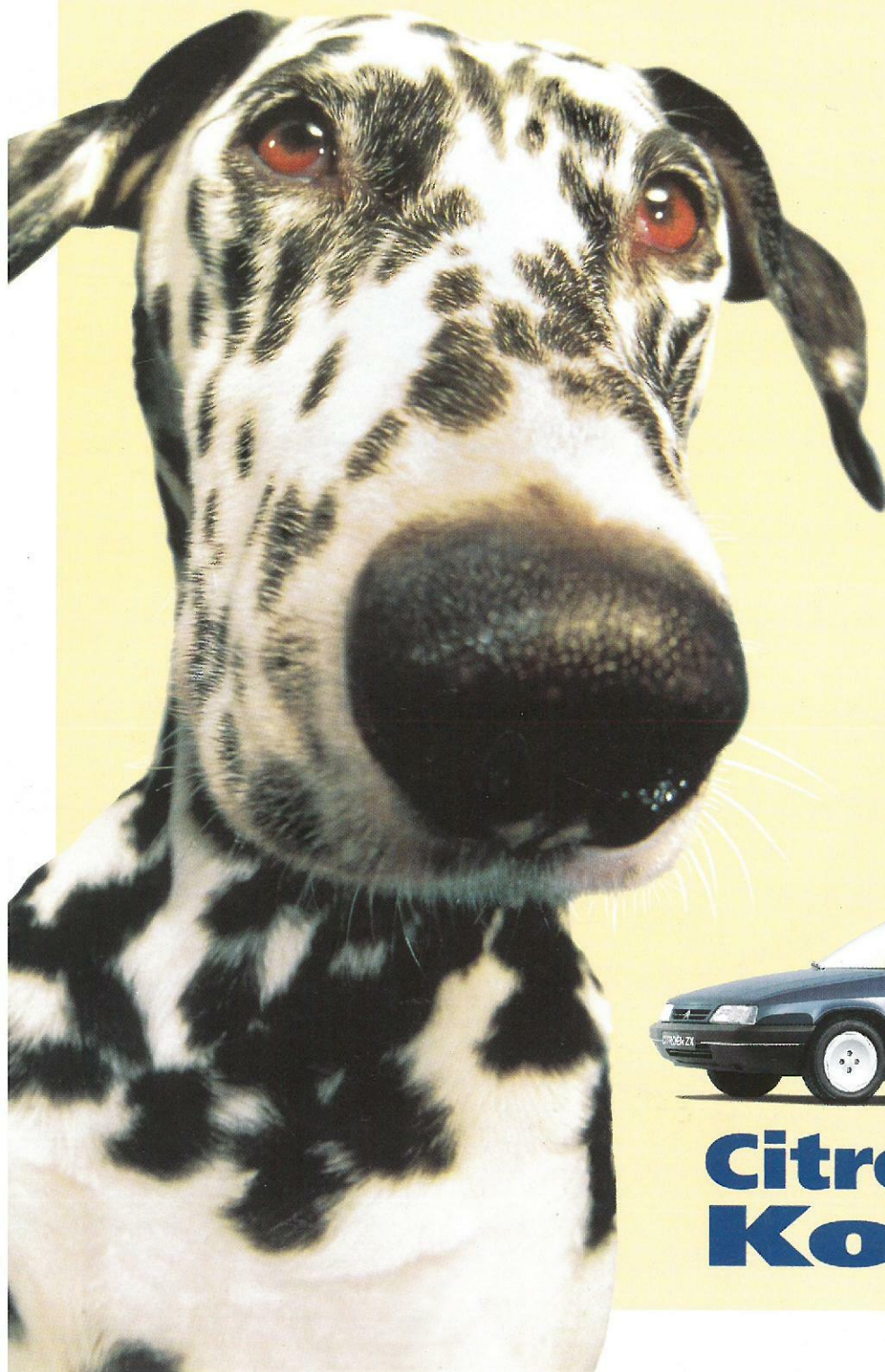
Automobiles Citroën and Citroën Financement set up Citroën Partenaire Entreprises (CPE) in November 1995 to better satisfy the needs of customer firms. With this new structure, the sales and financing specialists of CPE are able to respond to requests fast. CPE offers big companies new financing solutions, consultancy and other services for improved fleet management. Small businesses and start-ups also receive assistance for the financing of their vehicle fleet.

Citroën moves the crowds

Citroën Belgium recently agreed to place two hundred vehicles at the disposal of the Brussels International Trade Mart, Europe's biggest permanent exhibition centre and showroom. The vehicles will provide a shuttle service between the carparks and the exhibition centre during a number of events. A Citroën vehicle will be on display at the main entrance to the centre, where more than 1,400 exhibitors are expected to welcome 75,000 visitors every year. The marque's logo will be on the official invitations to the different activities.



Führt sicher.
Macht Spaß.
Hat Platz.



**Citroën ZX
Kombi**