A STRATEGIC PLAN FOR INDIANA’S AUTOMOTIVE INDUSTRY
For more than three years, Indiana automotive industry executives have collaborated with the Indiana Economic Development Corporation (IEDC), higher-education leaders and Conexus Indiana with one goal: to strengthen Indiana’s competitiveness in the global automotive marketplace, stimulating long-term job creation and capital investment. A Strategic Plan for Indiana’s Automotive Industry is the result of that unprecedented collaboration.

The Indiana Automotive Council began from a point of strength. Indiana’s place in the automotive industry is significant, producing more than $9.8 billion in goods and 11 percent of all automobiles built in the United States. We are home to the second largest motor vehicle industry in the nation, and rank second in automobile contribution as a percent of the labor force. More than half a million Hoosiers are employed in the automotive industry at more than 630 automotive companies.

We took an unflinching look at our opportunities for growth and improvement. By bringing our industry, government, and academic disciplines together we can create stronger, forward-looking partnerships that focus on the future of the automotive industry and new technologies. We can take steps to become an automotive industry innovation incubator by increasing industry-university collaboration. And recognizing our workforce is aging, we need to focus on developing talent at a younger age and keeping highly educated engineers in Indiana.

And from that perspective, we developed an ambitious – achievable – strategic plan for the future. A Strategic Plan for Indiana’s Automotive Industry holds the council, government, and academia accountable through specific, measurable goals and identified tactics to accomplish them. We will develop the best automotive workforce in the nation. We will create a more comprehensive and robust supply chain. We will develop the nation’s greatest pipeline for automotive innovation, including the creation of a Center for Innovation and Excellence for advanced manufacturing and environmental processes and technologies. And we will position Indiana for recognition as the leader in the automotive industry.

Together the Indiana Automotive Industry Council members and the industry, government and educational sectors they represent resolve to continue the collaboration to drive the strategies and tactics in this Plan. With the Plan’s success comes a stronger and more innovative industry, a better educated and highly paid workforce, and an economic environment that draws capital investment and talent to Indiana.

Matt Conrad
Director
Indiana Automotive Council
INDIANA AUTOMOTIVE INDUSTRY ANALYSIS ................................................................. 1-4

STRENGTHS ...................................................................................................................... 1

WEAKNESSES .................................................................................................................. 2

OPPORTUNITIES .............................................................................................................. 3-4

THREATS .......................................................................................................................... 4

STRATEGIC PLAN .................................................................................................................. 5-15

MISSION, VISION AND GOALS .................................................................................. 5

KEY STRATEGIC INITIATIVES .............................................................................................. 6-13

I. WORKFORCE INITIATIVES ............................................................................................... 6-9
   A. K-12 Education Initiatives ......................................................................................... 6-7
   B. Higher Education Initiatives .................................................................................... 8-9
   C. Existing Workforce and Candidates Initiatives ...................................................... 9

II. SUPPLY CHAIN INITIATIVES .......................................................................................... 10

III. INNOVATION INITIATIVES .......................................................................................... 11-12

IV. BRANDING INITIATIVES .............................................................................................. 12-13

MEASURABLE GOALS FOR KEY STRATEGIC INITIATIVES ........................................ 14-15
STRENGTHS

1. HUMAN CAPITAL

- Work ethic (especially in experienced workers)
- Manufacturing/technical expertise (especially in experienced workers)
- Ingenuity and problem solving skills
- Strong colleges and universities
- Engagement programs (Dream It Do It, Hire Technology and Project Lead the Way)
- Ivy Tech Community College pre-hiring assessment program

2. INNOVATION

- Strong university programs in engineering and entrepreneurship
- Market-leading innovative companies doing R&D/engineering in Indiana

3. POLICIES

- State fiscal responsibility
- State incentive programs and R&D tax credits

4. SUPPLY CHAIN AND MARKET FACTORS

- Strong existing infrastructure
- Low costs (land and wages)
- Geographically centered in the U.S.
- Proximity to Michigan
WEAKNESSES

1. HUMAN CAPITAL
   - Aging workforce (especially skilled workers)
   - Generational value changes (such as increased absenteeism and turnover)
   - “Entitlement mentality” of some workers
   - Lack of qualified skilled labor
   - Lack of tool and die education programs
   - Lack of engineers who remain in Indiana

2. INNOVATION
   - Indiana is not perceived as a focal point for R&D/innovation or automotive headquarters
   - Need more partnerships between industry, government, and universities (e.g. apprenticeships, interns, co-ops, projects)

3. POLICIES
   - Slow curriculum approval process
   - Legislation allowing firearms on workplace premises
   - Some social issue legislation does not reflect corporate diversity policies

4. SUPPLY CHAIN AND MARKET FACTORS
   - Need more local suppliers
   - No U.S.-based machine tool industry
   - Negative and/or dated perception of the automotive industry
   - Lack of passenger direct flights
   - Non-optimal climate/culture
OPPORTUNITIES

1. HUMAN CAPITAL

◆ Implement advanced manufacturing and logistics (AML) curriculum
◆ Create certification/credential program
◆ Create training programs
◆ Develop an automotive electrification engineering program
◆ Develop “networking” opportunities for young employees
◆ Promote science, technology, engineering and math (STEM) education programs
◆ Retain more college graduates
◆ Create more apprentice/intern programs

2. INNOVATION

◆ Develop innovation centers/centers of excellence
◆ Focus on development centers
◆ Capitalize on emerging/growing areas
  ◆ Connectivity (software/controls)
  ◆ Combustion (fuel efficiency)
  ◆ Emissions (catalytic converters)
  ◆ Alternative fuels (CNG, bio, fuel cells)
  ◆ Electrification/hybrid
  ◆ Advanced or alternative materials (stronger, lighter, cheaper)
  ◆ Safety
  ◆ Transmissions and other powertrain
  ◆ Batteries
  ◆ Manufacturing processes
3. POLICIES

- Enact/oppose legislation
- Enhance incentive programs
- Create special “enterprise zone” benefits for suppliers
- Improve public education opportunities
- Expedite curriculum approval process
- Branding – “Automotive State of Tomorrow”
  - Promote policies, innovation, green
  - Indiana as energy independent state

4. SUPPLY CHAIN AND MARKET FACTORS

- Bringing more high-value-add suppliers to Indiana
- Further infrastructure improvements
- Favorable currency rates with the Euro and Yen

THREATS

1. INNOVATION

- Automotive innovation centers in other states/countries are gaining traction and taking market share
- Transition to electric vehicles threatens Indiana’s strength in traditional powertrain

2. POLICIES

- Global companies have a preference for cities/states that are more culturally diverse and accepting

3. SUPPLY CHAIN AND MARKET FACTORS

- Cheaper foreign labor prices (China, Korea, India, Mexico, Brazil)
- Unfavorable perceptions of Indiana
MISSION, VISION AND GOALS

MISSION STATEMENT
The Indiana Automotive Council’s (IAC) mission is to enhance, grow and promote the automotive industry in Indiana. The IAC focuses on strengthening the competitiveness of Indiana in the global automotive marketplace to stimulate long-term job creation and capital investment.

VISION STATEMENT
Building on Indiana’s legacy to be recognized as a world-wide leader of automotive growth and expansion.

GOALS
Based on the IAC’s mission and the current Indiana automotive industry analysis, the IAC’s goals are for Indiana to achieve:

- The best automotive workforce
- A more robust and comprehensive automotive supply chain
- A recognized pipeline for future automotive innovation
- Recognition as a leader in the automotive industry
KEY STRATEGIC INITIATIVES

To accomplish its goals, the Indiana Automotive Council (IAC) has developed strategies around each of its four goals. The IAC is committed to the implementation of each of the following strategies, which are organized by the goal they support:

I. GOAL #1: THE BEST AUTOMOTIVE WORKFORCE

The largest challenge faced by Indiana automotive companies is finding a qualified workforce to meet market demands. To develop a world-leading automotive workforce, the IAC has developed a three-pronged strategy: (A) equip K-12 students to be prepared for automotive careers, (B) collaborate with higher education to better engage college and university students and (C) increase the skills of the existing workforce. The tactics for implementing this strategy are listed below, organized by each of the three components.

A. K-12 EDUCATION

In order to develop a pipeline of talent, it is critical that our future workforce develop a strong foundation prior to graduation from high school. To build this pipeline, the IAC reviewed the needs of the automotive industry and identified three separate initiatives which are already producing the results needed by the industry. Rather than create new initiatives, the IAC believes it is best to support these three existing initiatives. The IAC is committed to growing the number of schools which offer each initiative, as well as working with local schools to increase the student participation in each of the initiatives. The three initiatives that the IAC is committed to support are: (1) the Dream It. Do It. program, (2) the Hire Technology program, and (3) the Project Lead the Way program. Each is described in more detail below.

1. Dream It. Do It. – Dream It. Do It. is a national manufacturing career awareness and recruitment program. It includes national and local activities to engage, educate, and employ the next generation of skilled manufacturing talent. The nationally proven Dream It. Do It. campaign is being used to build working relationships between employers and schools and to reach out to young adults. Indiana’s Dream It. Do It. program is run on a statewide basis by Conexus Indiana and in Southeast Indiana by EcO15.

To reach Indiana students, Dream It. Do It. enrolls Champion high schools and career and technical education (CTE) centers to raise awareness of and create educational opportunities that support the advanced manufacturing and logistics (AML) industries. Champion high schools and CTE centers identify a pre-engineering, technology, or similar teacher or counselor to lead the program. These Champions raise awareness about
AML careers and help students draw the line between the skills they are developing in their classes and real-world industry applications. Champions work to translate increased awareness into increased enrollment in AML-related classes and programs.

To ensure that students receive real-world industry perspective, Dream It. Do It. engages A+ Partners, which are private-sector companies committed to assisting their local Champions to raise awareness and create educational opportunities that support AML industries. A+ Partners are matched with Champions in their community to provide students with information and experiences that teach them about AML skills and careers. Successful A+ Partners work with their Champions to provide a range of support such as classroom speakers, plant tours, hands-on projects and internship opportunities for students.

2. **Hire Technology** – Hire Technology is a comprehensive high school curriculum providing a turn-key solution to prepare Hoosier students for high-tech AML careers. Indiana’s AML sector – Indiana’s largest sector – is demanding more and more skilled workers to compete in the global economy and Hire Technology has been created to supply this demand. Developed by Conexus Indiana, with the support of Ivy Tech Community College, Hire Technology features nationally recognized AML credentials from the Manufacturing Skill Standards Council (MSSC) and from the Association for Operations Management (APICS), dual high school/college credits, an immersive online learning environment, project-based learning, content support from local companies and extensive educator training. Hire Technology helps students to develop skills to succeed in hi-tech automotive jobs.

3. **Project Lead the Way** – Project Lead the Way (PLTW) began in 1997 and has become America’s leading provider of in-school curriculum for science, technology, engineering, and mathematics (STEM). PLTW’s mission is to prepare students for the global economy. PLTW is able to accomplish this by providing a world-class curriculum, high quality professional development and an engaged network. PLTW engages student learning through three different programs: Gateway to Technology (Grades 6-8), Pathway to Engineering (Grades 9-12), and Biomedical Sciences Program (Grades 9-12).

PLTW students achieve significantly higher scores in reading, mathematics and science and in some cases have the opportunity to receive college credit. PLTW courses are preparing college-ready students to become the most innovative and productive in the world.
B. HIGHER EDUCATION

Indiana has many world-leading institutions of higher education that attract top students from around the globe. For the automotive industry to build a world-leading workforce, it is critical to foster stronger and deeper relationships between the automotive industry and Indiana’s institutions of higher education. To better collaborate with Indiana colleges and universities, the IAC is committed to: (1) hire more interns and co-ops, (2) conduct automotive roadshows, (3) develop/expand programs for manufacturing technical skilled labor and maintenance and (4) expand offerings to better prepare electrification engineers. Each is described in more detail below.

1. **Expand internship and co-op opportunities** – The IAC believes it is extremely beneficial for employees to have automotive work experience before entering the workforce. In addition, a significant number of permanent hires originate from individuals who previously worked as an intern or co-op student. Accordingly, to enable students to have real-life work experience prior to graduation and to develop a pipeline of future employees, the IAC is committed to maintain and track the number of interns and co-ops hired from Indiana colleges and universities and to annually increase the number of internship and co-op opportunities.

2. **Automotive roadshows** – In recent years, automotive companies have struggled to attract top-level talent from Indiana colleges and universities. To combat this struggle, the IAC has developed automotive roadshows to generate interest in automotive jobs at higher education institutions. For each roadshow, automotive companies bring employees, vehicles and other products for students to interact with and to learn about opportunities available at automotive companies. Automotive roadshows were conducted in the 2012 fall semester at Indiana University Purdue University – Indianapolis, Rose-Hulman Institute of Technology and Purdue University and in the 2013 spring semester at Indiana University Purdue University – Indianapolis, University of Notre Dame, Rose-Hulman Institute of Technology, Purdue University and Trine University. The IAC plans to expand the automotive roadshows to other Indiana colleges and universities.

3. **Expand manufacturing technical skilled labor and maintenance** – There is an acute shortage of manufacturing technical skilled labor and maintenance workers in Indiana. The IAC is committed to study this shortage and propose solutions to expand the output of qualified manufacturing technical skilled labor and maintenance workers.
4. **Electrification curriculum** – In November 2011, the automotive industry met with Indiana higher education institutions to discuss the need for electrification engineers. Based on the needs expressed by the automotive industry, the IAC is working with the higher education institutions to expand existing university offerings to produce electrification engineers and make Indiana a leader in this growing area.

C. **EXISTING WORKFORCE AND CANDIDATES**

While the IAC understands that it is critical to develop long-term solutions by working with K-12 and higher education institutions, it is also critical to develop new skills with current workers. Accordingly, the IAC has committed to increasing and expanding the skillset of its existing workforce through training and continuing education offered both on-site and through Indiana colleges and universities. Each is described in more detail below.

1. **On-site training** – Along with general training to provide skills to perform an individual’s current job, the IAC is committed to offering on-site training for employees to learn new skills that can position that employee for a potential promotion or wage increase.

2. **Tuition reimbursement and deferred tuition** – In addition to on-site training, the IAC companies are committed to offering tuition reimbursement programs whereby employees receive full or partial reimbursement of tuition costs for classes or programs which relate to current or potential positions at the company. The IAC encourages all automotive companies to offer tuition reimbursement programs as a tool to incentivize employees to increase their skills. To address the common problem that many automotive employees lack the funds to “prepay” tuition bills to qualify for employer-funded tuition reimbursement programs, the IAC is working with Indiana higher education institutions to offer deferred tuition programs. These programs allow employees to enroll in classes without paying tuition at the time of enrollment. If the employee achieves the tuition reimbursement metrics set forth by the employer, the employer receives and is responsible for the tuition bill at the end of the semester. If the employee fails to achieve the tuition reimbursement metrics, the employee is responsible for the tuition bill at the end of the semester. The IAC encourages all Indiana higher education institutions to provide deferred tuition programs and maintain a list of schools which offer a deferred tuition program.
II. GOAL #2: A MORE ROBUST AND COMPREHENSIVE AUTOMOTIVE SUPPLY CHAIN

A healthy automotive industry requires a healthy supply chain with multiple options. While Indiana currently has a strong automotive supply chain, its strength has been recently tested. In the past two years, the automotive industry has dealt with fluctuating exchange rates and commodity prices, increasing logistics costs and global disasters causing significant shortages, each of which can wreak havoc on a supply chain. With the convergence of these factors, the IAC believes the keys to achieving a more robust and comprehensive supply chain are to grow and develop supplier capabilities in Indiana in order to expedite the receipt of product, lessen exchange rate risk, reduce transportation and logistics costs and strengthen Indiana’s overall automotive industry. To accomplish this goal, the IAC is focusing its efforts to: (A) document and develop/attract the key capabilities not currently available in Indiana and (B) work with the State of Indiana to offer suppliers incentives to expand or locate in Indiana, aspects of each are detailed below.

A. DOCUMENT AND DEVELOP/ATTRACT NEEDED KEY CAPABILITIES

To allow companies to source more products and services from Indiana companies, the IAC has committed to produce a report documenting the products which they are currently unable to source from Indiana suppliers. Once this report is complete, the IAC will work with the State of Indiana and the Indiana Economic Development Corporation to create a plan to expand existing suppliers and/or attract new suppliers with the desired capabilities.

B. INCENTIVES FOR SUPPLIERS

Because there are Indiana automotive companies requesting certain suppliers to move closer to their operations and leveraging market forces prompting many European and Japanese automotive companies to locate operations in the United States, the IAC believes it would provide significant benefit for the State of Indiana to provide an incentive to motivate these companies to locate their operations in Indiana. The IAC is committed to working with the State of Indiana and the Indiana Economic Development Corporation to discuss the benefits of such incentives and to assist in crafting an incentive seeking to maximize the benefits received by the State of Indiana.
III. GOAL #3: A RECOGNIZED PIPELINE FOR FUTURE AUTOMOTIVE INNOVATION

Indiana companies are currently leaders in certain areas of automotive technology (e.g. diesel engines, transmissions, electronics and motors) and Indiana colleges and universities are nationally recognized for their expertise and innovation. However, the collaboration between automotive companies and Indiana colleges and universities has been limited to only a few companies and higher education institutions. To increase the amount of automotive innovation occurring in Indiana, the IAC believes the State of Indiana must increase the collaboration between automotive companies and Indiana colleges and universities. To accomplish this strategy, the IAC, in conjunction with Indiana colleges and universities, is focusing its efforts to: (A) document and publish a catalogue of college and university assets relating to the automotive industry, (B) explore and propose recommendations for a structure that will result in more industry/education cooperation and the creation of centers of innovation and excellence, and (C) provide incentives for more automotive companies to hire more interns and co-ops from Indiana colleges and universities. Each is described in more detail below.

A. INCREASE ACCESS TO HIGHER EDUCATION ASSETS

The IAC, in conjunction with Indiana colleges and universities, has compiled a list of the innovation-related and other automotive assets of Indiana colleges and universities to make automotive companies more aware of these capabilities. The IAC recommends that automotive companies reach out to Indiana’s colleges and universities to better utilize these assets. The IAC will publish a list of these assets on its website.

B. CENTERS OF INNOVATION AND EXCELLENCE

To generate more collaboration between the automotive industry and higher education institutions, the IAC is exploring development of a collaborative model, which it is referring to as a Center of Innovation and Excellence. The goals of the Center of Innovation and Excellence are to: (1) develop new solutions to industry-identified problems; (2) provide automotive companies with access to future job candidates, and (3) create non-academic learning opportunities for students through project-based learning, applying business principals to engineering work and developing experience with corporate communications and presentations. To determine the best structure for the Center of Innovation and Excellence, individual IAC companies are currently working on collaborations with Indiana colleges and universities. As these collaborations progress, data and feedback will be collected and the IAC will utilize this information to develop a proposed model for a Center of Innovation and Excellence.
C. INTERNSHIP AND CO-OP INCENTIVE

In addition to the need to hire more interns and co-op students to develop a better pipeline of talent for the Indiana automotive workforce (as discussed previously under Goal #1), the IAC believes it is critical to keep more of the Indiana engineering graduates in Indiana after they complete their education. Because many interns end up working full-time for their internship employer, the IAC is determined to increase the number of internships offered in Indiana. To incentivize companies to offer more internships to Indiana students, the IAC is committed to work with the State of Indiana and the Indiana Economic Development Corporation to discuss the benefits of such incentives and to help craft an incentive program to maximize the benefits received by the State of Indiana.

IV. GOAL #4: RECOGNITION AS A LEADER IN THE AUTOMOTIVE INDUSTRY

Despite being the second most influential automotive state (as measured by automotive GDP), many people do not realize the size and breadth of the Indiana automotive industry. To make Indiana the recognized automotive leader, the IAC believes it is important to grow the size and influence of the automotive industry and actively promote the automotive industry. To accomplish this strategy, the IAC is focused on the following:

A. INCREASING THE INFLUENCE OF THE AUTOMOTIVE INDUSTRY

The IAC is committed to increasing the influence of the automotive industry, both inside and outside of Indiana. To accomplish this, the IAC members will work together to (1) increase the Indiana automotive GDP, relative to all other states, and (2) increase the aggregate number of Indiana automotive jobs. The IAC believes that increasing these two metrics on an annual basis is critical to the long-term success of the Indiana automotive industry.

B. CREATE AND MAINTAIN SOCIAL MEDIA OUTREACH

To have a central location to publish and distribute information about the Indiana automotive industry, the IAC will create and maintain a website (www.INAutoCouncil.com) that will include links to Indiana’s automotive companies, data about Indiana’s automotive industry, a calendar of IAC organized and supported events, certain press releases relating to Indiana’s automotive industry and other relevant information.
C. PUBLISH INDIANA AUTOMOTIVE DIRECTORY

The IAC is building a comprehensive automotive directory that will be used by industry and government to make connections with automotive companies and to showcase the strength of Indiana’s automotive industry. The director will document certifications from ISO and TS as well as Small Business Administration (SBA), Minority Business Enterprise (MBE), Women Business Enterprise (WBE) and Veteran certifications. The IAC directory will be published on its website at www.INAutoCouncil.com.

D. ANNUAL AUTOMOTIVE EVENT

To raise awareness of Indiana’s automotive industry, the IAC will create an annual automotive industry event. This event will highlight the size and strength of Indiana’s automotive industry and be used as a platform to discuss priorities of the industry.

E. GENERATION AND AGGREGATION OF EARNED MEDIA

The IAC will generate earned media about the Indiana automotive industry and will aggregate the positive earned media concerning IAC members and will promote this information through its website.

F. PUBLICIZE ENVIRONMENTAL STEWARDSHIP

Many of the IAC members are recognized for their safe environmental practices and their attention to our ecosystem. The IAC will track key metrics concerning environmental practices and will publicize this information.
MEASURABLE GOALS FOR KEY STRATEGIC INITIATIVES

GOAL #1: THE BEST AUTOMOTIVE WORKFORCE

- Develop a pipeline of talent in Indiana’s K-12 system by assisting Conexus Indiana and Project Lead the Way to achieve:
  - 6,900 or more students enrolled in advanced manufacturing and logistics (AML) classes at Champion Schools in the 2013-2014 academic year and 10% annual growth thereafter.
  - 35 or more schools (with 1,000 or more students enrolled) offering the Hire Technology program in the 2013-2014 academic year and 60 or more schools (with 1,950 or more students enrolled) offering the Hire Technology program in the 2014-2015 academic year; all with an 80% credential exam passage rate.
  - 17,500 or more students enrolled in the Project Lead The Way program in the 2013-2014 academic year and 10% annual growth thereafter until at least 40% of all Indiana high school students are enrolled in Project Lead the Way.
  - Indiana automotive companies will hire at least 150 Indiana college and university students in internships or co-ops annually, beginning in 2014.
  - Conduct automotive roadshows once per semester at a minimum of 5 Indiana colleges and universities annually, beginning in 2013.
  - Develop/expand programs for manufacturing technical skilled labor and maintenance to produce 50 graduates annually, beginning in 2015.
  - Develop an annual pipeline of at least 250 existing workers who take continuing education course, either internally at their workplace or externally at an Indiana college or university, beginning in 2014.

GOAL #2: A MORE ROBUST AND COMPREHENSIVE SUPPLY CHAIN

- Create a list of needed key capabilities by December 31, 2013.
- Develop/attract at least one non-existing key capability each year, beginning in 2014.
- Propose incentives for expansion/relocation of automotive suppliers and/or design and development facilities by December 31, 2013.
- Propose Supplier Zones as preference locations for suppliers to locate by June 30, 2014.
GOAL #3: THE GREATEST PIPELINE OF AUTOMOTIVE INNOVATION

❖ Publish a catalogue of Indiana colleges and university assets relating to the automotive industry by June 30, 2013.
❖ Explore and provide recommendations relating to the creation of a Center of Innovation and Excellence for advanced manufacturing processes and/or alternative fuels and hybrid technology by June 30, 2014.
❖ Propose a state tax credit or reimbursement mechanism for the hiring of Indiana college or university students in internship and co-op positions by December 31, 2013.

GOAL #4: RECOGNITION AS THE LEADER IN THE AUTOMOTIVE INDUSTRY

❖ Increase the Indiana automotive GDP relative to all other states on an annual basis, beginning in 2013.
❖ Increase the aggregate number of Indiana automotive jobs on an annual basis, beginning in 2013.
❖ Become the “greenest” automotive state by achieving the following metrics:
  ❖ Annually increase the number of automotive facilities that are ISO 14001 certified, beginning in 2013.
  ❖ Annually increase the number of automotive facilities that are ISO 50001 certified, beginning in 2013.
  ❖ Annually increase the number of automotive facilities that achieve/maintain zero landfill status, beginning in 2013.
❖ Promote the Indiana automotive industry through at least one annual event, beginning in 2013.
❖ Generate at least 25 press “mentions” for the Indiana automotive industry annually, beginning in 2013.
❖ Create an IAC website by December 31, 2013.
❖ Publish an automotive directory by July 31, 2013.
❖ Publish a list of automotive Champions for Workforce Excellence by December 31, 2013.
CONTACT:

MATTHEW CONRAD
Director - Indiana Automotive Council
Conexus Indiana

111 Monument Circle, Suite 1800
Indianapolis, IN 46204

Phone: (317) 532-4778
Email: mconrad@conexusindiana.com
www.INAutoCouncil.com