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**Ohio State University/Wexner Center for the Arts**  
**Columbus, Ohio**  
**October 8, 2012**

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Thank you, Sherri, for that introduction and good evening to you all. I appreciate the opportunity to speak to you tonight as a part of idUS and the 200Columbus bicentennial celebration.

You've heard the expression, "talk is cheap." Unfortunately, this axiom does not apply when you are paying to have your words broadcast on the Super Bowl!

The videos that you just saw ran on the past two Super Bowls and they represented a large bet, a risk that many traditional organizations might prefer to avoid.

In the end, both were extremely successful in creating a great deal of buzz, about the messages themselves and, ultimately, about the company that aired them.

The story about how these videos were conceived and developed, in conjunction with Wieden+Kennedy, could be told from different points of view.

I could tell you about the maniacal drive by some of Chrysler and Wieden+Kennedy's people who were the real heroes behind the scenes.

Guys like Olivier Francois, a Frenchman who is our Chief Marketing Officer. Or his companion in crime, a Lebanese-American named Saad Chehab, who currently is the CEO of Chrysler brand but at that time was the Director of Advertising and Brand Marketing.

I could speak about their relentless dedication, their insatiable desire to break away from convention, and their sleepless nights in bringing these projects to completion.

I could tell you how they convinced Eminem and Clint Eastwood, who had never agreed to appear in any previous commercials other than for public service announcements, to give their faces and voices to the cause.

Or how these guys had the crazy idea to ask for a 30-second delay of the start of the fourth quarter so that we could air a 2-minute commercial, for the first time in the entire history of the Super Bowl.

I could tell you about the rush against time even to get one of the star's consent, which didn't arrive until 24 hours before filming.

I could also tell you the story about how we chose the soundtrack for this year's Super Bowl, when we originally targeted much more well-known music, whose authors didn't want to grant the copyrights – a decision that perhaps they came to regret. And how, in the end, John Jay found a young and talented composer named Alyson Ables who happens to play in a symphonic orchestra and, paradoxically, is a punk artist.

I could even tell you about my phone conversation with Clint Eastwood who told me he didn't want any cars in the commercial. And I told him, "Clint, I love you dearly, but I sell cars."

Doing a commercial for two minutes with that kind of money attached, and not showing any of our cars, would have been a bit difficult.

I could also talk about the magic puzzle of ideas, contributions and passion of many special people that rallied together to envision and produce those special messages.

And a little later John Jay will tell you more of the inside story of their creation.

But I think there is a more meaningful and deeper story that deserves to be told today.

And it's about Chrysler itself.

These videos say something important about the change in culture we embraced and the kind of company we are becoming.

They speak to the values that have shaped Chrysler's remarkable comeback.

Values that we continue to nurture and cherish on a daily basis.

They say something important about the leadership at Chrysler, made up of men and women who look for new perspectives and are not afraid of change.

They are bringing an open mind to everything Chrysler does, from our products to our relationships with customers, dealers and suppliers.

Our leaders are looking at things that have never been done and asking, "*why not?*"

Why not give North American customers the opportunity to experience the Fiat 500, with its unique combination of ecologically responsible mobility and Italian style.

Why not break new ground in the reduction of greenhouse gas emissions by offering the first factory-built Compressed Natural Gas-powered pickup truck in North America, the Ram 2500 Heavy Duty CNG.

Why not introduce eight-speed transmissions, and soon nine-speed transmissions, across the broad spectrum of our product line, substantially improving both the driving experience and the fuel economy of our vehicles.

Why not establish a separate brand, SRT, as the home for awe-inspiring vehicles built by our in-house performance group.

Why not break the tradition and rewrite the rules of what a commercial should be.

These are just some examples of the new way of thinking that spreads all over Chrysler.

Our leaders today truly believe that the only difference between the possible and the impossible is that the impossible has never been done before.

I'm sure you remember that Chrysler was in dismal straits back in 2009.

No one would have bet a dollar on its survival.

Chrysler's grim condition stemmed from a complex cocktail of factors.

The onset of the Great Recession was a cataclysmic event for an industry whose profit margins were razor-thin.

It was a disaster for an industry with high capital costs, brand-damaging marketing approaches and, most fundamentally, chronic production overcapacity.

By early 2009, Chrysler was hemorrhaging at times nearly \$1 billion a month.

The situation was complicated by the fact that the normal financial mechanisms to assimilate and digest corporate failure had come to a standstill.

It would have been impossible in 2009 to achieve an orderly liquidation of a U.S.-based car business, whether Chrysler or GM.

The effects on North America's manufacturing infrastructure would have been catastrophic, including a destabilization of the automotive supply base.

At that time, Fiat began a dialogue with Chrysler about providing technology infusions to help remedy nearly a decade of neglect in that area.

That began the process that led Fiat to enter into an alliance with Chrysler and, thanks to loans from the U.S. Treasury and the Canadian Governments, to create the new Chrysler Group following a structured bankruptcy in June 2009.

One of the first things we did was flatten the organization, enabling us to respond to opportunities and make decisions much faster than before.

We placed customers and products back at the center of our strategy to fight our way back.

We challenged our organization to bring out 16 all-new or substantially refreshed products, representing an amazing 75 percent of our product portfolio, in about a year and a half.

I can still remember the patronizing looks of analysts, the press and even some colleagues when we presented this ambitious turnaround plan for Chrysler in November 2009.

Despite that mood, we have met or exceeded all of our targets.

In May of 2011, we paid back every penny of our government loans, with interest, and six years ahead of schedule.

We were the fastest growing major automaker in the U.S. in 2011, and we are right on track to attain the same distinction this year.

For the first half of 2012, Chrysler posted net income of \$909 million, more than triple the profit level of the same period last year.

I'm not telling you these things to brag about our accomplishments, but to give you an idea of how deep an impact leadership can have on an organization.

All of these results are a reflection of the change in mindset that we have embraced over the past 40 months.

The experience of surviving a near-death experience has had a profound effect on this mindset.

The Irish author James Joyce once wrote, "A man's errors are his portals of discovery."

This is true, but the learning takes place only if you acknowledge the truth of your situation and your place in the world, no matter how grim that reality might be.

As always happens in life, the hardest, most difficult moments are also the most meaningful in shaping our character.

They change us forever.

Make no mistake, some people are shattered by adversity.

There are others who find deep within themselves a reservoir of strength and courage, more than they ever knew that they had.

These are the survivors.

They choose to stand and fight, and they will never be as before.

Survivors are different people, special people.

My colleagues and I are survivors.

We have gained strength from the experience of overcoming adversity.

We have treasured the lesson that the French philosopher Camus described: "In the depth of winter, I finally learned that within me there lay an invincible summer."

The decisions we make today at Chrysler are informed by the experience of near-extinction and a resolve to never again get so perilously close to demise.

We have learned to live a culture of change, of feeling comfortable in the discomfort of uncertainty, of measuring ourselves each day with the yardstick of competition.

Having acquired an appreciation for the new life that has been granted to us, we are willing to seek out change and initiate it, rather than be victims of it.

We have dared to dream big. And we continue to regard the future as a huge opportunity.

Having endured an extreme test, the people at Chrysler are fully committed to building something valuable and long lasting.

Underlying this commitment has been a transformation of culture.

Our accomplishments are attributable, first and foremost, to the mindset and capabilities of a group of courageous leaders with an appetite for challenge and the will to shape their own future.

Men and women who understand the concepts of service, community and respect for others.

Men and women with the extraordinary capacity to bring out the best in others, help them build self-confidence and grow as professionals and, even more importantly, as humans.

Men and women who are capable, above all, of creating teams that succeed through what the American leadership expert, Warren Bennis, calls “creative collaboration.”

I don’t want to leave you with the impression that leadership is something theoretical and abstract.

And so I decided to bring along a slide which shows the leadership model we have adopted at both Chrysler and Fiat.

It lists the characteristics required of a leader, grouped into two principal areas: the ability to lead change and to lead people.

This list has been developed over a number of years and reflects my own personal experience, as well as that of my colleagues, as to what is truly important for those in a position of leadership.

It encapsulates the principles at the core of our corporate philosophy: a competitive spirit, reliability, integrity, rapid decision-making, passion and the drive to achieve results.

It also embodies the values we consider essential in the management of people: transparency, sense of responsibility, sharing of information and merit, commitment to helping others grow and to treating everyone with dignity and fairness.

Only someone who possesses all of these qualities can truly be considered a leader.

The Super Bowl videos that you saw earlier are practical examples of the value of leadership in fostering innovation.

In developing the first one, we understood that consumer attitudes about Chrysler lagged behind the new reality that we were building.

In order to draw attention, we set out to break the mold when it came to advertising.

The message paid homage to our culture of action and our industrial roots.

It spoke about hard work and results achieved through resilience and tireless efforts.

The “Imported From Detroit” philosophy resonated even beyond those who were born and raised in Detroit, a city devastated by the recession that found the strength to get back on its feet.

It appealed to all those Americans who understand the grit and determination that underlies this spirit.

The message we chose for the most recent Super Bowl, the one featuring Clint Eastwood, represented a natural evolution to the next, broader level.

It was not about building cars and trucks, but about the commitment we have made not only to Chrysler and to rebuilding the U.S. auto industry, but also to this country.

It portrayed the essence of our commitment and how we are working toward the future.

Those who have lived through difficulties and have seen the dark days of desperation know that the only way to get through them is by finding the values that are important in life; rediscovering a sense of belonging to a project, a community, a nation; embracing hope; looking ahead; and taking your destiny into your own hands.

If Chrysler -- a company that was practically sentenced to death by the press, the financial world and the public at large -- was able to do it, then there's hope for everyone.

Both Super Bowl messages came from a group of people free to venture beyond the ordinary and the expected, free from prejudices and the limitations of habit, free to express their creativity and even break the conventions of what a TV commercial should be.

Videos like these could only have been produced by people who are able to think and work outside the box.

Projects like these take shape when there is a coming together of the two dimensions I spoke of before: the ability to manage people and change, and the drive to achieve results.

Behind these videos is a group of individuals capable of free thought.

People free from cliché and convention, free from prejudice and the force of habit, free to express their creativity and to rewrite the rules.

The free-thinking approach behind the videos, thinking beyond the limits and outside the conventions – invaluable attributes for leaders – is the best example of creative collaboration and was also the best guarantee of its success.

Open-minded collaboration also is a required element for a successful partnership between Chrysler and Fiat.

Because of their respective characteristics, capabilities and even their unique traditions, Fiat and Chrysler are perfect partners for integration.

In the product area, sharing know-how is enabling both to expand their offering with new products based on proven experience and technologies.

The first big test of our ability to execute this kind of technology transfer can be found in the all-new Dodge Dart. The Dart is the first Chrysler Group vehicle to feature a Fiat-derived architecture, in this case the Alfa Romeo Giulietta.

The Dart, with highway mileage of up to 41 miles per gallon, also represents one of many examples in which Fiat expertise in small cars and fuel efficiency is helping Chrysler improve its own fuel economy story.

This car has received accolades from the specialty automotive press, and its popularity with consumers has been growing steadily since its introduction in June.

As we bring together Fiat and Chrysler together, we are mindful to maintain the identity of each one and remain relevant within the social contexts in which each operates.

Rather than viewing the partnership as a merger, with all the component pieces blended into a homogenous entity, we view it as a mosaic, with each piece contributing to a whole while retaining its distinct attributes.

A mosaic where every piece gets its strength from understanding the contribution it can make to the whole and from recognizing the value of the contribution of the other pieces.

This approach to diversity preserves the unique perspectives and strengths of each culture, while encouraging acceptance and appreciation of the other.

The differences between Fiat and Chrysler are, in fact, the strength of the partnership.

Working together, we are charting a future that builds on the tradition of each, yet also boldly welcomes challenge and opportunities to express our identities in new ways.

The alliance between Fiat and Chrysler is an extraordinary generator of innovation.

After all, innovation is nothing more than that fine line that separates order from chaos.



Creativity is nonlinear and it thrives on chaos, but it is the application of orderly processes that turn the creative idea into true innovation that disrupts the status quo.

I am not suggesting that order or disorder is specific to one culture or the other, but the symbiosis between Fiat and Chrysler has most certainly generated a highly productive engine of ordered creativity.

This partnership is also precious at the human level for our people, because it depends on each person being open, respectful of other cultures, ready to listen before speaking, taking advantage of the great richness coming from shared experiences and different traditions, without discarding either group's identity.

Here in Columbus, I understand that you are engaged in a transformative process that has many similarities to Chrysler's recent efforts. You are using the city's bicentennial as a catalyst to celebrate what makes the city unique, while at the same time focusing on increasing the city's vitality going forward.

Soliciting ideas from the entire community, you are combining hard work and creativity to foster innovative plans for the future.

The 200Columbus initiative is one more way you and other city residents are thinking outside of the box to build a more dynamic community.

As a recent New York Times Magazine cover story pointed out, Columbus is leading the economic recovery in Ohio.

The city has been able to reinvent itself, in good part because of the ability of different government, educational, business and labor interests to respect each other's points of view and find common ground.

This commitment to explore new ideas and to work passionately for a common vision is the best reason to believe in the future of Columbus.

It is never easy to think differently and challenge the status quo in order to devise new solutions in a world that changes at the speed of light.

But these are the kind of people we are seeking to be part of the forward-looking Chrysler that is excited to take on challenges.

I know that some of you students here tonight have had close contact with Chrysler, because we have identified you as potential leaders in the new Chrysler we are building.

People who work at Chrysler today know that they have not chosen an easy path.

They have not chosen a simple job, one you forget when you leave for the day.

They have chosen to put themselves and their values in this job.

They want to bring to work their emotions, their experience and their talent.

They desire to be part of an organization that encourages their creativity and which challenges them to grow and change.

They understand that their commitment sometimes demands long hours but the return is gratification, enthusiasm and joy.

Those who work at Chrysler today believe in themselves and in the person next to them.

They prefer to get involved in the middle of the game, to fight and risk failure rather than sit comfortably on the sidelines.

Those who choose to work at Chrysler want to create something that contributes to making their company, their community and their society better.

Before turning it over to John Jay and later taking your questions, I would like to conclude with one final thought.

In our personal and professional lives, we often set up mental boundaries that take the form of reassuring habits and routines.

They become a type of prison that we construct around ourselves. That prison is the first thing that needs to be knocked down, because it stifles our creativity and jeopardizes the future.

I constantly encourage my co-workers at Fiat and Chrysler to go beyond the cliché and the conventional, to try new approaches and change perspective each and every day.

Being truly free means knowing that at any time you can change course, set new goals.

It means not allowing the choices made up to a certain point in life to preclude all the rest.

If I look back at the education and career choices I made, the adjective that comes to mind is “chaotic.”

I must confess that as student I was something of a rebel, and I didn't pay much attention to people who tried to tell me what to do as opposed to teaching me how to go about doing things.

Maybe it's because I had no idea what I wanted to do that I kept on going back to school for degrees...

You'd think that having four degrees is impressive, but someone could also call it incompetence in choosing.

When I started university, I chose to study philosophy because, at that time in my life, it was important to me.

Then I completely altered my course of study and went on to work as an accountant and then as a lawyer.

I changed my career path several times after that, first working in finance, then moving to running a conglomerate in packaging, aluminum, chemicals and biotechnology; and then moving into services and now cars.

I can't say if philosophy made me a better lawyer back then or if it makes me a better CEO today.

But it did open my eyes and my mind to other things.

There are many doors along each of our paths, and behind each of those doors are things that can change us and our lives.

But only those who have learned to appreciate every experience, whose minds are open to change, who have a desire to learn and to prove themselves are capable of seeing those doors. In his own way, Eminem says exactly this in the song, "Lose Yourself."

"Look, if you had one shot, one opportunity

To seize everything you wanted in one moment

Would you capture it or just let it slip?"

The courage to change yourselves – to change your ideas, approach, point of view – is the only way to capture that shot, to seize that opportunity and make your life and the life of others, a better life.

I'd like to conclude with the words that a great leader, a visionary and a creative genius has left us.

Steve Jobs, who passed away one year ago last Friday, was one of those people who always made the boldest and most surprising choices, one of those people who didn't pass through life as just an idle observer, but grabbed the very essence.

This is what he said in Stanford, six years before dying, reflecting with young people about the meaning of life and death.

“Remembering that I'll be dead soon is the most important tool I've ever encountered to help me make the big choices in life.

Because almost everything - all external expectations, all pride, all fear of embarrassment or failure - these things just fall away in the face of death, leaving only what is truly important.

Remembering that you are going to die is the best way I know to avoid the trap of thinking you have something to lose.

You are already naked.

There is no reason not to follow your heart.”

On that occasion, he also added with an extraordinary mix of irony and seriousness that:

“Death is very likely the single best invention of Life.

It is Life's change agent.

It clears out the old to make way for the new. Right now the new is you, but someday not too long from now, you will gradually become the old and be cleared away.

Sorry to be so dramatic, but it is quite true.

Your time is limited, so don't waste it living someone else's life.

Don't be trapped by dogma - which is living with the results of other people's thinking.

Don't let the noise of others' opinions drown out your own inner voice. And most important, have the courage to follow your heart and intuition.

They somehow already know what you truly want to become.

Everything else is secondary.”

This is the message of hope, and also the invitation, I would like to leave with you tonight.

Don't let anyone else define you.

Seek your own path, map it out, follow it, redraw it as many time as you want; but always do so because it is where you truly want to go.

Because it is your life, and no one else will live it.

Thank you all.