

June - September 2004

Shift

Volume 1
Issue 1

A NISSAN ME MAGAZINE



**ABS:
THE FIRST
LINE OF
DEFENCE**

**2005 NISSAN
ALTIMA**

THE RIGHT BLEND OF
STYLE AND SUBSTANCE

**WORLD
SERIES
BY NISSAN
2004**

**350 Z – THE NEW
COUPE KING**

Dhs 15 • SR 15 • KD 1.5 • BD 1.5 • QR 15 • OR 1.5

Issue 1 VOLUME 1

Editorial Board

Shigeru Tsubaki
Takeshi Nakajima
Nibal Slim
Monal Zeidan
Sussan Fernandes
Adel Feidi

Editorial Team

Monal Zeidan
Pankaj Dev
Neville Jai Darukhanawalla
Hanla Tabet
Mirna Al-Qassim

Production

AdCom Advertising

Editorial Office

P.O. Box 61111, Jebel Ali, Dubai, UAE
e-mail: shift_mag@nissan-me.ae
Website: www.nissan-me.com

Published for Nissan Middle East FZE

by Devshri Global Inv. Inc.
Suite #215, 933 N. Kenmore Street,
Arlington, VA 22201, USA

Advertising

AdCom Advertising
P.O. Box 34556, Dubai, UAE
Tel.: +971-4-3522337
Fax: +971-4-3595983
E-mail: hana@adcomonline.com

Creative & Design

TBWA\RAAD Middle East

Copyright

Law prohibits reproduction in whole or part of
any matter, without prior written permission
of the publisher.
Copyright SHIFT_2004

Legal Disclaimer

Views and opinions expressed in this
magazine are not necessarily those of Nissan
Middle East FZE and the publisher. We shall
not be held liable in any manner.

CONTENTS

	1	EDITORIAL MR. CARLOS GHOSN - NISSAN CEO MR. SHIGERU TSUBAKI - MANAGING DIRECTOR NISSAN MIDDLE EAST FZE
	NEWS 3	SNIPPETS FROM AROUND THE REGION
	4	ALTIMA LAUNCH
	6	COVER STORY 2005 NISSAN ALTIMA THE RIGHT BLEND OF STYLE AND SUBSTANCE
	10	INTERVIEW THE 'VALUE BUILDER' NISSAN CEO CARLOS GHOSN
	12	THE 'ZING' FEELING 350-Z THE NEW COUPE KING
	15	INFINITI Q45 LUXURY WITH PANACHE
	16	WORLD SERIES BY NISSAN 2005
	18	QASHQAI NISSAN'S NEW TAKE ON THE CROSSOVER
	20	ABS THE FIRST LINE OF DEFENCE
	22	THE KIMONO AH, SO INTRIGUING!
	23	TRENDS DIFFERENT BRUSH STROKES FOR DIFFERENT FOLKS!
	24	FOCUS WHERE IS THE TRUTH?

WE HAVE TO CHANGE OUR BEHAVIOR AND ATTITUDE, REORIENT OUR MINDSET, AND SHIFT TOWARDS THE FUTURE.

We are changing our products and services to deliver the promise of our brand to our customers. Every customer in contact with Nissan will feel this change. Eventually, we will shift the image that our customers have of Nissan. We are also shifting the views that our shareholders and the general public have about Nissan.



PHOTO: MINEKO OHSAKU

MR. CARLOS GHOSN
CEO, NISSAN MOTOR CO. LTD.

SHIFT IS NISSAN AND NISSAN IS SHIFT

Globally, the 'Shift' programme has driven Nissan's renaissance from near-bankruptcy to becoming one of the two most profitable auto manufacturers in the world.

'Shift' is committed to giving you a motoring experience that is unsurpassed at every stage of ownership. From your first test-drive, our aim is to keep you as a customer for life by creating cars that are exciting to drive, great to look at, reliable, real value for money, and that you will be proud to call your own.

'Shift' has now moved into a new dimension with this first issue of Nissan Middle East's customer magazine. Three times a year, 'Shift' will bring you all the latest news from Nissan plus informative and entertaining features on motor sport, fashion, travel, and the diversity of lifestyle interests that appeal to the family of Nissan owners in the Middle East.

We would also like to hear from you about your Nissan experiences. Get in touch with us and share your stories with your fellow Nissan owners.

Drive well, drive safely, and most of all – enjoy the ride.



MR. SHIGERU TSUBAKI
MANAGING DIRECTOR, NISSAN MIDDLE EAST FZE

Altima launched Amid Great Fanfare in the Region

Nissan's latest shining star, the Altima, was launched in the GCC with pomp and splendour. For the first time in the region, Nissan Middle East gave its national sales companies the opportunity to play a greater role in the launch of a new model in their respective territories - so events in Kuwait, Dubai, Abu Dhabi, Bahrain, Oman, Qatar and Saudi Arabia took place in domino sequence from June 5 onwards.

We present vignettes from the launch ceremonies of the Altima in the GCC.

1. **Kuwait**
Abdulmohsen Abdulaziz Al-Babtain Company
2. **Oman**
Suhail Bahwan Automobiles LLC
3. **Dubai & Northern Emirates**
Arabian Automobiles Co.
4. **Qatar**
Saleh Alhamad Almana Co.
5. **Saudi Arabia**
Alhamrani United Company
6. **Abu Dhabi & Al Ain**
Al Masood Automobiles
7. **Bahrain**
Y. K. Almoayyed & Sons BSC(C)



MISS LEBANON RECEIVES NISSAN IN REGION'S FOREMOST BEAUTY PAGEANT



Dubai, June 2004 – Nadine Njeim, who was crowned Miss Lebanon 2004 drove off with the award winning Nissan 350Z car right after the pageant crowning event that took place in Lebanon on June 18.

Speaking on the occasion, Takeshi Nakajima, Nissan Middle East regional director, said: "Nissan 350Z was designed to impress viewers at first sight with its contemporary design that reflects the Z's organic beauty with a twenty first century leap."

"It ties well with the image Miss Lebanon 2004 organizers have been successfully presenting to the world over the past decades."

Miss Lebanon this year was chosen among sixteen beautiful contestants who were already under the spotlight through reality television. Organized by the Lebanese Broadcasting Corporation International (LBCI) and Star Wave, the contestants made their first audience prime debut on May 7. The audience and the LBCI viewers witnessed more primes up till the crowning evening on June 18 during which a showcase of beauty, intelligence and elegance was portrayed.

ALTIMA FLEET DAY - WHAT THE PARTICIPANTS FELT?

On the eve of the Altima launch in the region, Nissan Middle East held a special Fleet Day for its fleet customers, giving them an opportunity to touch, feel and drive the 2005 Altima.

And this is what the participants said after spending some time with this new generation car that is an alternative to ordinary vehicles.

"It looks brilliant and the interior is very special, I like it so much!"

"The handling is superb. Ride is very comfortable and the inside is very spacious with lots of legroom for the rear passengers, thanks to the long wheelbase."

"The Altima is a great car. The styling is excellent and the driving experience is easy and seamless."

"Very comfortable interior, especially the control buttons on the steering wheel. Ergonomics are spot on, with all controls within easy reach of the driver. Perfect!"

"Wow! This is some car. Everything is spot on. Both engines are superb, the brakes inspire confidence, handling is superb. I like the interior design as well, especially the extra room at the back. The Altima has surprised me."

"This is the new generation car for the coming future"

"I think it is a strong and steady car, which are key features in addition to being luxurious with good room at the back. Accessibility to all the controls is spot on. I find the Altima is a very well thought out car."



ALTIMA TEST DRIVE US TRIP

Nissan Middle East recently organised a trip to the US for the Pan Arab media to visit the award winning manufacturing plant in Smyrna, Tennessee. The journalists were given an overview of the plant and met senior Nissan officials to further their understanding of Nissan North America (NNA). The Pan-Arab media also had their first impressions of the recently introduced Nissan Altima by way of test drives on a closed circuit. Seen in the picture are members of the media along with Nissan Middle East officials.

NISSAN UNVEILS OMANI MARKET PLANS WITH SUHAIL BAHWAN GROUP



Shigeru Tsubaki, Managing Director of Nissan Middle East FZE with Suhail Salim Bahwan, Chairman of Suhail Bahwan Automobiles during the press conference.

Initial investment of US\$ 50 Million to establish new dealership network

Nissan Motor Company Ltd, one of the leading global automotive manufacturers, revealed its business plans for the Omani market after recently announcing the appointment of Suhail Bahwan Automobiles LLC as its new exclusive distributor in the Sultanate of Oman.

Suhail Bahwan Automobiles is a member of the Suhail Bahwan Group - one of the largest business houses in the Sultanate of Oman with business interests spread over 35 manufacturing, trading, and service companies. (that includes vast experience in the automotive sector in Oman.) Now Nissan customers in Oman will experience the legendary 'customer first' philosophy of the Suhail Bahwan Group.

A high level press conference in Muscat witnessed the formal announcement on the appointment of Suhail Bahwan Automobiles (SBA) as the sole Nissan distributor in the Sultanate. This was followed by a presentation on the future plans of both firms to aggressively expand Nissan's presence in Oman. Part of this plan includes rapid establishment of state-of-the-art showrooms, service centres and part centres across the length & breadth of the Sultanate. In addition, a lot of creative initiatives will be announced soon to provide the Nissan customers a totally different 'Ownership Experience'.

"Suhail Bahwan Automobiles has great confidence in the Nissan brand, and therefore, has decided to invest heavily in the new branch network. The initial phase will witness an investment of US\$ 50 million in setting up the infrastructure," noted a spokesman of Suhail Bahwan Automobiles.

"This move was designed to enhance Nissan presence across the Sultanate of Oman as a whole and deliver wider and better customer service to Nissan customers. Nissan recognizes the great growth potential represented by Oman's automobile market. The new exclusive appointment will enhance Nissan's presence in this important territory both in terms of growth and Nissan's high level of customer service," stated Shigeru Tsubaki, Managing Director of Nissan Middle East FZE.

The Middle East represents one of the fastest growing auto markets in the World with one of the highest per capita levels of car ownership.

Nissan recently unveiled plans to dramatically boost its market presence in the region with 10 new model launches by mid-2005. The company expects the growth to help it maintain its position as one of the fastest growing and one of the most profitable automakers in the world today.

At this time Nissan's focus is on further enhancing Nissan brand equity and customer service in the Sultanate of Oman. The Omani market has great potential for growth and the auto maker wants to build and expand its market share. The global Nissan 180 plan calls for the company to increase its GCC market share to 20% . It is expected that Oman will now be able to make a significant contribution towards that aim.

Design as an element seems to wax and wane like the cycles of the moon. The time scale is different, measured in decades, not months, but one way to tell when a car maker is in the ascendancy is when all of its products start to bear a family resemblance so that there's harmony within the brand and customers can easily identify the look of a marque.

One prime example of how a unified look can do wonders for a brand is that of Apple with its iBook and before that, G4 computers. Obviously, the message sent across was: when the design language is strong, sales climb as well.

Nissan is just such a brand right now, and proof of this 'brand lingo' is the new Altima which has just been launched

in the Middle East.

Many confuse design and styling to be one and the same thing but the latter is but one element of the former. The quicker one gets to understand this the easier and better it is for a manufacturer to really get to grips in creating its own design ethos, which in turn allows a certain design trait to filter down into the range and character of its products. And good design needn't cost a great deal at all. In fact, from the overall perspective of a project, the design costs constitute just the very tip of the triangle and it needs to be encouraged and pushed to even greater heights.

So, why this small talk about design? It's because Nissan has, in recent times, built a solid platform on which to

base its product line-up and the new Altima is proof of this new found sense of solidity and indeed, shift in the new wave of thinking that is sweeping the company.

Today, Nissan is one of the most forward thinking car manufacturers in the world and this is seen in the diversity of its products and the values built in every model. The Altima is the latest in the line of some truly well-known cars made by Nissan and joins the evergreen Sunny and the prodigal Maxima in its sedan line-up in the Middle East. Whilst expanding the range, the Altima sets the benchmark in safety and the aforementioned design in its class as the most technologically advanced Nissan mid-size sedan ever offered in the GCC.

2005 NISSAN **ALTIMA**

THE RIGHT BLEND OF STYLE AND SUBSTANCE



Exterior

The Altima is a big car by mid-size standards, bigger than most of its rivals. Wheels are pushed to the far corners of the bodywork, enhancing the long wheelbase and wide track, to provide stability at high speeds. This long wheelbase is also helpful in endowing the Altima with plenty of room for large doors for easy ingress and egress whilst the interior presents a large and roomy expanse for passengers.

Although styled in America (and produced there too at Nissan's award winning Smyrna plant), the Altima is cast more in the style of European sedans. Sporting an athletic look, the Altima boasts a distinctly styled front fascia, which along with the HID (High Intensity Discharge) headlamps gives a bold impression to this car. The large grille echoes the family look to be found in the latest Nissan line-up worldwide and gives the Altima the individuality of a well-heeled gentleman who has arrived in the world. At the back, the triangular taillamps encompass bold round taillights, turn signals and backup lights and aiding in the visibility stakes is a high-mounted rear stop lamp to give adequate warning to following vehicles when the brakes are applied.

The grille and front bumper are set off nicely by aggressive-looking multi-parabola projector-type headlights with four bulbs set behind large covers. The Altima is one sporty-looking car and part of this image is thanks to the exquisite 16- and 17-inch wheels (depending on model). Other exterior design details include creased mirrors and integrated foglamps. As mentioned earlier, the design aspect plays a crucial role and the stylists have penned a car that literally stands out like a cat among pigeons. One of the most gorgeous styling cues is the sloping roofline - reminiscent of a coupe, which meets a high boot lid at the back.

The boot opening is large and opens from quite low down, enabling easy loading and unloading of goods. Again, thanks to the long wheelbase, boot space is cavernous and this can further be increased by the split-folding rear seat.

Build quality is stupendous with the Altima's panel-fit accuracy within 1.0mm. This consistent quality is thanks in no small measure to its unified body structure.

Interior

The Altima will stun with its exterior and absolutely surprise with its truly modern and ergonomically styled interior. The emphasis inside is to provide the driver with an ideal driving position and grant passengers the comfort levels found in bigger, more expensive cars.

Sporting a three-spoke steering wheel that tilts and telescopes which along with the 8-way power adjustable driver's seat ensures that an optimal driving position, nay environment is always at hand. The dashboard is set relatively low, with a three-gauge binnacle directly in front of the driver containing speedometer, tachometer, and water temperature and fuel gauges.

The streamlined centre console cascades down, with a pair of air vents at the top, the audio system (a 6-disc in-dash CD changer and six speakers is standard in the 3.5SE, while the 2.5SE has a regular AM/FM cassette deck with four speakers) at the



centre featuring easy-to-read oversized buttons and the climate controls at the bottom. While there is no earth-shattering stylization here, it projects a sense of vibrancy in the design that's decidedly lacking in many cars these days.

Between the front seats nestles a handy storage console. This height adjustable console offers dual-level storage and also has a 12-volt power outlet inside. The quality of seat materials, trim finishes, headliner and new chrome accents give an upmarket feel.

Although a midsize car, the Altima creates an aura of space inside with five full-size adults easily accommodated within the vastness of the cabin. A point to be noted here is that each passenger is not left cramped as the engineers have ensured more than adequate leg-, head- and elbow room for all. To put it in a nutshell, the Altima is spaciousness personified!

Safety

The cars of today are among the most secure with many safety features built in and the Altima is no exception. But what makes it different in this aspect is the employment of Nissan's exclusive 'Triple Safety' concept that incorporates 'Information Safety' which helps the driver to better anticipate and avert potentially hazardous situations; 'Control Safety' which allows the driver to avoid emergency circumstances by enhancing vehicle control; and 'Impact Safety' that helps to reduce risk of secondary or aggravated injury in the event of an accident.

To ensure peace of mind of the car's occupants, the Altima has standard safety features which include dual-stage supplementary air bags that sense seat belt use and collision severity and deploy accordingly, front seat belts with pretension and load limiters and LATCH (Lower Anchors and Tethers for Children) child seat system. Front seat side impact air bags and roof-mounted side impact curtain bags for front and rear passengers are also standard (in some models).

The high strength impact-absorbing unified zone-body construction with crumple zones helps absorb and dissipate most of the crash energy before it reaches the passenger compartment.

Engine & Transmission

The Altima is to be offered with a choice of two superb powerplants: the base 2.5-litre in-line four cylinder unit and the sublimely superb 3.5-litre V6 from Nissan's VQ engine series which has ranked among the top ten engines in the USA for the tenth year in a row. This ranking has been given by Ward's Auto World - one of the leading automotive magazines in the States - who called it "one of the best V6 engines ever developed."

The four cylinder QR25 develops 187hp at a healthy 6000rpm and is one of the most powerful engines in its class. Aluminium alloy construction reduces weight providing for enhanced fuel economy, while its DOHC (double overhead camshaft) design helps in optimum induction and exhaust for enhanced performance and engine efficiency. Needless to say, this engine meets the Low Emission Vehicle (LEV) standards.

For those who feel the need for more power up front will do well to take a long hard look at the V6-engined Altima. This is a proverbial wolf in sheep's

clothing. The figures speak for themselves with 257hp on tap at 6000rpm and more importantly, the 37.0kg-m of torque awaiting the call of your right foot; this unassuming sedan turns from econocar to hot rod in an instant.

To help get the power to the ground, the Altima offers a choice of either a manual or automatic transmission. There are two manual gearboxes available - a 5-speed for the 2.5 and a 6-speed for



the V6. The seven-position gate-type automatic offers smooth and responsive actuation and looks good thanks to the metallic finish.

Suspension & Brakes

When you have something good in your inventory, it always helps to adapt it for something else in order to give the same kind of characteristic to another product. In the Japanese-market only Skyline model (definitely one of the most outrageous super cars to be found in Japan, having a cult following),

improve straight-line stability and handling while cornering.

Hauling the Altima down from speed is entrusted to disc brakes on all four wheels. Vented at the front with solid discs on rear wheels, the braking system employs 4-sensor, 4-channel ABS, which along with EBD (Electronic Brake Distribution) and Brake Assist helps in controlling brake distribution to the individual wheels depending on load conditions to provide optimum and surefooted braking.

The Altima is the second coming of the new face

of Nissan in the region - the 350Z being the precursor of the new renaissance from this Japanese company, which is shifting like a true blue tsunami throughout the world.

This shift in the philosophy, outlook and the subsequent re-emergence of Nissan will be felt with the Altima as it takes on all comers in the no-holds barred mid-size segment. As Mr. T. Nakajima, Regional Director of Nissan Middle East, says: "The

“The Altima is the latest in the line of some truly well-known cars made by Nissan and joins the evergreen Sunny and the prodigal Maxima in its sedan line-up in the Middle East.”

“The totally new 2005 Altima comes to the region with unique design, exceptional performance and contemporary interior, all mounted with state-of-the-art safety measures. It is in a class of its own and we are confident that it will be met with welcome relief for those seeking the best available midsize sedan.”

PANKAJ DEV

THE 'VALUE BUILDER'



NISSAN CEO CARLOS GHOSN

A manager out of the ordinary, Carlos Ghosn's achievements have been recognised by a host of awards and distinctions. In 2005 he will also assume responsibility for Renault while still keeping a watchful eye on Nissan. Always elegant despite an action-packed schedule, Carlos Ghosn made time to be interviewed and displayed an acutely focused business mind.

Carlos Ghosn slotted this interview into a very tight diary, sparing an hour between flying into Paris from Tokyo and leaving again to join the International Economic Forum in Davos.

This annual event gathers heads of states, the world's top bankers and financiers, and the chairmen of the leading multinationals. In Davos, all eyes would be on Ghosn, having been elevated by the media as the shining star of global and multicultural management and being styled the 'Value Builder' after transforming Nissan since becoming the Japanese auto maker's supremo.

Flash back

In March 1999, Nissan Motors was saturated with debt – all of 19 billion Euros – and facing probable extinction. Carlos Ghosn promised a renaissance in three years. Non-negotiable commitments bound Carlos Ghosn and his executive board to resign if performance targets were not achieved by specific dates. The outcome for Nissan? Return to financial equilibrium during the first year of the renaissance programme, halving of debt, and a 4.5 per cent increase in the ratio of operating margins to turnover.

All the objectives had been delivered as planned by March 31, 2002. And by the first half of 2003, Nissan had become the most profitable automobile manufacturer in the world, with operating margins superior even to the giant Toyota. Nissan was the most extraordinary success story of the century, and the legend of Carlos Ghosn was born.

The year of all the honours

Since then, the iconic boss has amassed an array of awards and honours. In Japan, the readers of the Japanese daily Nikkei hailed him as the best Japanese boss during the past 15 years, comfortably outvoting Fuhio Cho, chairman of the premier Japanese auto manufacturer, Toyota.

In Paris, the 350Z was selected by the French public as 'The Most Beautiful Car of the Year'. Ghosn himself was designated 'Man of the Year' at the international automobile festival which awarded him the extremely rare 'Palme d'Or' that has also been bestowed only four times during the past 19 years.

In England, the Financial Times's annual survey ranked him fourth among the world's 'most respected bosses', just behind Bill Gates, Warren Buffett, and Jack Welch. Ghosn was to receive a further, and equally rare, honour – appointment to the board of IBM.

'Universal Citizen'

If in Japan, 14 books and even a manga (comic) were devoted to Carlos Ghosn, the French public were treated to a volume produced by the man himself. Written in collaboration with the journalist Philippe Ries, Agence France Presse bureau chief in Tokyo, this book was published in September 2003 and recounts the spectacular recovery of Nissan. It also tells a lot about the international and multicultural experience of the man.

Born in Brazil of a Lebanese family and educated at the Jesuites in Beirut, Ghosn was a student at the Poly Technique Institute and Mines Institute in Paris, Clermont-Ferrand, Rio de Janeiro, and Greenville (USA). The career of Carlos Ghosn mirrors his image: out of the ordinary.

The irresistible ascension

Ghosn spent 18 years with Michelin, from Clermont-Ferrand to Brazil, and then on to the USA, where he guided the integration of Uniroyal-Goodrich operations, constantly climbing the management

ladder. He left to join Renault in 1996 and became the architect of the company's '20 billions' recovery plan. By 1997, Renault was back to profitability and Carlos Ghosn had won his fame. His management philosophy is based on the principle of 'active consensus' but once commitments are made, objectives are never compromised. Carlos Ghosn gives and expects 100 per cent.

Has your multicultural dimension been a decisive trump in your career?

Being young, and feeling that you are different wherever you are is a difficult thing. Today, I discuss that with my kids. However, changing country, language, food, and emotion is an excellent school that teaches you to live in an authentic way. This becomes a trump card in the business world, being permanently exposed to change.

How were you received in Japan?

Certainly I was a foreigner, but without a distinctive national culture: French born in Brazil, having lived in Lebanon, studied in Paris and worked in the United States...

“In management, there is an emotional dimension. A business boss, even if brilliant, will find himself limited if he is annoying.”

What is the Ghosn method?

I always come with a blank sheet and without any preconceived ideas. My method is to say: "We have a problem, let's work together and build the best solution". It is a much more acceptable way of doing things, and in the case of Nissan the surveys in Japan attest to that.

A dying enterprise in 1999, Nissan in 2003 became the most profitable automobile manufacturer in the world. What a recovery!

By accepting to be the boss of Nissan, I knew that there were over-riding objectives: reviving this enterprise in a solid and lasting manner, and no consideration would stop me.

To be able we should first be capable?

We should first establish a diagnostic approach with the business teams and involve those who are prepared to make a commitment. The solutions will then be more robust than the diagnostics alone could have been without participation and shared commitment.

You are a fervent defender of the active consensus...

With an active consensus, the objectives are never compromised. If the solution must be imposed,

it must first be accepted. And to be able to give results it should be motivating. This is the core of management. If you work alone in your corner, a solution – even if it is perfect for your problem – won't be applied if people refuse, simple because it is not their solution. Without motivation, they will have no enthusiasm to execute it. The results will not be so strong, they will come slowly, and you will not get the maximum input.

With Nissan we discover that you are a communicating boss...

In the case of Nissan, I have always insisted that the managerial teams make our history passionate – interesting for everyone in the business, and also for the public. We should arouse interest, curiosity and even some seduction among the new cars, the technological innovations. Nothing is more inefficient as an annoying management!

However, you say in your book that management is 'an art, not a science, not an exact science'

In management, there is an emotional dimension. A business boss, even if brilliant, will find himself limited if he is annoying. Motivation is an essential dimension, non-quantifiable, and that is what we should develop. The motivation is not the result of an equation... $a+b+c =$ 'people will be motivated'. Motivation is a donation that people accept to give you or not.

Are you tuned for the challenge?

The business world is passionate, because it is a world where people are always looking to surpass each other. Nothing is more demotivating than a business where you are not contributing to increasing the performance. The permanent challenge is that of your own evolution, knowing that after one year you will be better – better trained, better experienced, and as a result, more efficient.

You put always the motivation in the first plan...

Suppose that you are a business 'Alpha' with a superb trade mark, you have funds that you don't know what to do with, marvellous products ...you can have all of this and more but if your staff are not motivated you risk losing everything. It is just a matter of time. It is a certainty.

Specifically for Nissan?

At Nissan in 1999, we had nothing. The business was heavily indebted and the brand was suffocating in a country prey to doubt. Our main objective was to re-establish staff motivation, that they would start to say 'maybe we have a chance to come back to the best level, we are capable of doing much better than we have done up until now'. If you have nothing but can re-establish motivation, you can all begin to rebuild, and that's what we were trying to demonstrate.

The motivation of people to accept challenges ...

Money is not a guarantee of motivation in difficult periods. What a mistake! Money is only a

consequence. The best guarantee is motivated people who are centered on the real issues. If you have a strategy, a destination, a vision, motivated people and disciplined execution, these will give you results like you saw in Nissan – a dying business that could transform into today's business with the highest stock market capitalisation in the auto industry after Toyota.

What is your approach to design?

Design is important but is not enough by itself. Design is important because it is your first contact – if this object attracts you by its design, you will feel curious. In the case of a car, you will try it, discover its technology, its comfort, its behaviour, the pleasure of driving it... At the same time, the design should be in tune with what it is evoking. For example, if it's sportive, the car should be strong. It should also reflect the character of the manufacturer.

Is the alliance a model of happy globalisation?

I don't like the term 'happy globalisation' – it has a passive connotation. We could be happy or unhappy, for or against, but that will not change the tendency that exists and marks the 21st

“I always come with a blank sheet and without any preconceived ideas. My method is to say: 'We have a problem, let's work together and build the best solution.'”

century. I would rather say we're a model of winning globalisation.

For what reasons?

Because identities are respected: Renault is Renault and Nissan is Nissan. The French people are French people, and the Japanese are Japanese, the diversity is required and encouraged. And in terms of results, the figures speak for themselves.

The sanction by results...

Contrary to other domains, a business boss could not be good if he has bad results, this just does not happen! And an enterprising boss who has consistently good results could not be totally bad.

In the spring of 2005, a new clean sheet ... what could you unveil for us?

I will keep the chairmanship of Nissan while taking over the management of Renault. I left this enterprise in 1999 and I am going to rediscover it. In six years Renault has changed enormously. Once again I will restart with a blank sheet... my ideas of 98-99 are well-worn and certainly will not apply to Renault of 2005.

BY ISABELLE GARBERONE
PHOTO: ROMEO BALANCOURT
EDGAR MAGAZINE

THE 'ZING' FEELING 350Z-THE NEW COUPE KING

THE ORIGINAL 'Z' CAR – THE 240Z - WOWED THE CAR WORLD IN 1970 AND THE Z DNA CONTINUES TO FLOW EVER SO STRONGLY IN THE LATEST INCARNATION OF ITS SPIRITUAL SUCCESSOR – THE 350Z.

Ever since the 350Z made its debut in the Middle East last year, this fifth generation Z car has wowed car enthusiasts with its sublime styling, fantastic handling and powerful 3.5-litre V6 engine. Nissan has worked its magic to retain the 'Z DNA' from the 1970 original and its subsequent derivatives to unleash a thoroughly contemporary sports car that, while paying homage to the past, reflects the paradigm shift in philosophy of the 21st century. The 350Z returns the Z car to a purer, rawer sports car form but with very sophisticated technology allied to terrific performance.

Let's get one thing straight right at the start. The 350Z is one of the best sports car in the world today. In fact, for the money, it surely ranks as THE best sports car on the planet. It is better handling than most of the higher priced competition which, by the way, includes some famous German names. And it comes loaded with perks such as Brembo brakes, a viscous limited-slip differential, front and rear spoilers, gorgeous 18" six-spoke aluminium alloys, stability control, Xenon headlamps and firm and supportive racing seats. And we haven't even spoken about the fantastic chassis and suspension and that potent powerplant lurking under the hood. A pure and passionate sports coupe, this unpretentious two-seater is Japan's answer to the establishment and proves that to enjoy the buzz of true-blue raw sports car thrills; one need not necessarily be out of reach of the masses.



Exterior

Pricing aside, the designers have retained and evolved the Z-ness of the model and packaged it in the most modern organic form to be seen on the roads today. Clothed in a sleek body blending subtle curves and angular details, the designers have created a look that is muscular yet svelte. The wide stance and long wheelbase with the wheels pushed to the four corners give the 350Z a cool but menacing presence. Standing still or on the move, it projects its business in a professional, purposeful and stylish manner.

Design cues from the original 240Z abound – like the small, triangular shaped cabin, long nose and short deck, while the C-pillar treatment and the sensuously cut hatchback line has its precedents from the 300ZX. To this heritage has been added a newness to contrast the soft, warm body shape with the geometrical forms of the headlamps, the distinctly vertical door handles and tail lamps. The rear looks powerful thanks to the stubby tail and those twin exhausts, giving a sense of stability and character complementing the long hood up front.

Looking at the 350Z from any angle gives a sensation of a sprinter with a low, squat, muscular physique about to leap out of the starting blocks. The side view is very characteristic of the car's genes, with its large wheels and tyres stretching out of the body – the flared wheel arches adding yet another dimension to the car's personality.

It is a very honest design, retaining the ethos of the Z moniker in a form that follows functionality. There is a certain roundness imparting a soft impression, so where the bulge of the wheel arches is strongly accentuated, the volume at each corner has been pared to emphasize the shortness of the overhangs. The beltline is straight and portrays a distinctive spine crossing over the curves at the rear, anchoring in the highly stylised tail lamps. Up front the projector type headlamps provide a wider illumination pattern and super illumination.

To sum up the visual feel of the car, it wouldn't be wrong to say that the 350Z looks the way it drives and drives the way it looks (of which later on).





INFINITI Q45

LUXURY WITH PANACHE



Interior

From the low slung contoured seating, leather bound steering wheel to the metal pedals, this car means business. This is not to say that it is a raw no-holds barred racer for the road.

The essence of the Z is performance and the design inside too reinforces that impression. The feeling of the 240Z is kept alive in the form of the triple gauges in the centre stack for oil pressure, voltage and drive computer, while being more modern with a gently slanted, T-shaped dashboard. An innovative tilt meter includes three analog gauges that move together with the steering wheel to emphasize independent function from the dashboard – much like a motorcycle's instrumentation.

All modern amenities abound on the inside and include cruise control, trip computer, power everything, superb bucket seats, remote keyless entry, air conditioning and a brilliant Bose stereo with in-dash 6-CD player in the centre console, above which is a flip down cover housing the navigation system display.

All controls are ergonomically placed and the seats can be adjusted both electronically and manually via rotary knobs. There are numerous storage compartments – two small rear bins behind the seats and a centre bin between the seats along with a huge glovebox behind the passenger seat that can swallow a briefcase.

The 350Z does not offer much in the way of luggage space but can afford enough volume to accommodate two golf bags. There is an aluminium rear suspension strut brace, carrying the Z logo which intrudes in carrying capacity but is yet another stylistic expression. Needless to say, it is visible from outside the car thanks to the long expanse of glass that runs from top to bottom of the hatch.

The interior is finished in black and this is offset by the orange seats and the very classy use of aluminium for the instrument finishers, door handles and other places enhancing the high-quality look and feel.

Engine & Transmission

The heart and soul of any self effacing sports car is its engine. And this was not left unchecked by the Z engineers, who adopted and retuned the VQ series engine – lauded by Ward's Auto World magazine as one of the '10 Best Engines in the World' every year since the engine's debut in 1994. For use in the 350Z, the double overhead cam, 24-valve V6 produces 294 hp at 6200rpm and 37.9 kg-m of torque at 4800rpm.

The power range is exceptionally linear and is the result of reworking the intake port design and adopting Continuously Variable Valve Timing Control System (CVTCS) technology. This enables the engine to deliver not only outstanding start-off acceleration and high-speed passing performance, but also torque characteristics suitable for city driving. Drivability has been further improved by adopting an electronically controlled throttle, and the use of a highly rigid cylinder block combines with other measures to produce engine sounds worthy of a sports car. Talking about the note of the exhaust, the Z engineers sampled and tested Maserati, Ferrari and of course the Nissan Skyline GT-R before developing the distinctive note emanating from the Z's twin exhausts.

The 5-speed automatic transmission with manual shifting transmits the power to the ground (a 6-speed manual is also available). The auto box with its short throw shifts makes using this mode absolutely akin to using a proper manual gearbox and provides more thrills and grins when driving hard.

Driving Impressions

Once on the road, the Z impresses. And how! Acceleration sees the car reach the ton in around six seconds before topping out at 250 km/h. There is a feeling of tautness and sure footed swiftness as the Z hugs the road with those huge 18" tyres.

If the Z looks stunning standing still, it is under the bodywork that the true character of this car lies. The suspension is focused on providing a 'flat ride' and boy, does this work. The ride is firm, creating

fantastic levels of grip which along with the traction control and ESP give the Z a vice-like grip on the road. A new front suspension layout is compact and perfectly complements the requirements of the new 'FM' (Front Midship) platform and is totally independent at the four corners of the car.

Weight distribution is an optimum 53/47 front/rear and the extra weight over the front wheels helps provide better traction for sharper turn-in. With power transmitted to the rear wheels, hard acceleration transfers weight towards the rear helping to create a near 50/50 balance when it is needed most. This car is a joy to throw around corners and the VDC stability control helps track the car through anything resembling curved lines as if on rails. Switch off the VDC and you can swing the tail out when accelerating from a corner. But getting it back is easy thanks to the perfectly balanced chassis and a steering rack that gives plenty of feel and feedback.

And then there is the growl from the engine as the tach needle hovers at the limit. The exhaust note is mesmerizing and induces the driver to keep pedal to the metal, if only to listen to the wonderfully deep soundtrack as it goes from a low growl to a mad shriek as the red line looms.

The 294 horses felt when the Z is pushed at full cry is a joy to experience. And it is equally composed when coming down from speed. The superb Brembo brakes utilises 324mm front ventilated rotors with four piston calipers and 322mm discs employing twin calipers (as found on the Skyline GT-R) at the rear. In spite of repeated hard braking tests, there was no noticeable fade and the feedback through the pedal was firm and reassuring.

Verdict

The 350Z represents yet another glorious chapter in the evolution of the Z mystique. It not only brings the sentimentalities of the past but looks to the future with its blend of power, handling, style and most of all character.

This is truly Nissan at its very best and the first of many more exciting models to follow.

NEVILLE JAL DARUKHANAWALLA

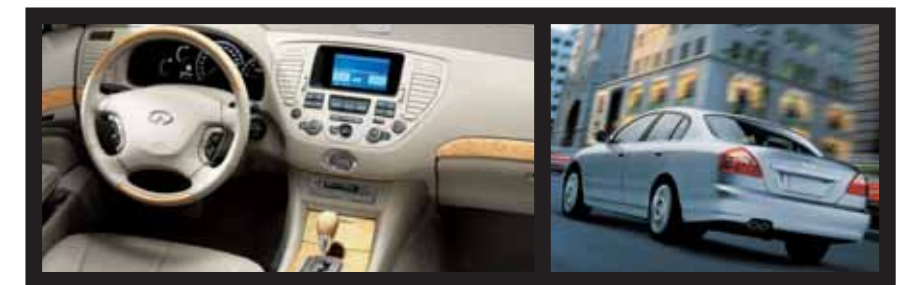


and gut-wrenchingly torquey (47.8 kg-m) but is also technologically advanced to be able to carry off the coveted tag of an LMV (Low Emissions Vehicle) awarded by the EPA in the US. For the technophiles, the engine features a modular cylinder head design, lightweight pistons to reduce reciprocating mass and power-sapping friction, titanium valves and of course, a very sophisticated continuously variable valve timing gear, which along with a variable length induction system are key to the prodigious torque and the 365 bhp the Q45 driver can call upon.

Power is nothing without controlled transmission and to get the thrust channeled to the wheels and onto the roads, the Q45 employs some clever bits

no doubting the inherent performance potential on offer in the Q45 as many others in class have come to recognize.

More of the same inherent class leading thought finds its way into the interior which has its emphasis on luxury, refinement and comfort placed equally to cater to both the driver and the driven. There is super stuff to pamper the occupants which one can customise according to personal choice including climate controlled seats for driver and front passenger, a premium 300-watt digital audio system designed exclusively around the Q45's cabin by Bose, the Infiniti Voice Recognition System using Visteon Voice Technology and of course stunning



like a 5-speed electronically controlled automatic transmission which can also be adapted to operate in manual mode whenever the driver feels like playing boy racer and who can blame him with all that creamy power begging to be let loose? Add Nissan's Vehicle Dynamic Control (VDC) for added stability and you have the means to tame the V8 on one hand while also being intelligent enough to permit it to gallop away when an open stretch beckons. There is

craftsmanship plus ample space to lounge around in comfort. No thought has been spared to offer genuine luxury and refinement worthy of a car in its class and of course incorporating the finest active and passive safety systems.

The Infiniti range as available in the region consists solely of the Q45 as of now but the coming months will see the marque expand its portfolio with the introduction of more models.



The World Series by Nissan, born in 2002, was bred from the established Spanish-based Open Telefónica championship, and it's been an instant success story. The concept sees a Dallara chassis fitted with the three-litre V6 engine that is the most powerful unit in the Nissan Maxima line-up. The balance achieved between this V6 engine and the features of an advanced chassis and a high-efficiency aero package have guaranteed an outstanding show for the drivers who enjoy the cars and the fans.

In fact, an increase to the power output of the V6 — 450 bhp — and the upgrade of the Michelin rubber have made the Super Nissan Dallara V6, performance-wise, the quickest single-seater available after F1. This may well help to understand why after previously easing the path to F1 for talented drivers such as Fernando Alonso and Justin Wilson, now the World Series V6 is also quickly becoming attractive to former F1 drivers who do not wish to miss the thrill of an exciting racing environment with a car that is very similar in dimensions and standards to Formula 1.

To gain universal prestige, a top international motor racing championship should first of all be based on the most technologically advanced single seater with top technical specifications. The dimensions, styling and tyres of the Dallara Nissan SN01 are nearly identical to a Formula 1 single seater.

2004 marks for the championship a revamped overseas exposure, with an outing planned in China, where the V6 will make a stop at Zhuhai and maybe Dubai in the Middle East - one of the fastest-growing business areas in the world, according to R.P.M. Racing, which owns and operates this championship.

Meanwhile, this year's championship - of which three rounds have been held so far - sees Finn Heikki Kovalainen lead the championship ahead of Tiago Monteiro with former F1 driver Enrique Bernoldi in third place.

World Series by Nissan 2004

Provisional Standings - DRIVERS

1. Heikki Kovalainen 63
2. T. Monteiro 60
3. E. Bernoldi 55
4. N. Karthikeyan 47
5. J. Alvarez 36
6. T. Gommendy 34
7. B. Jouanny 16
8. J. Ravier 22
9. R. Fukuda 18
10. A. Vilarinho 15

Provisional Standings - TEAMS

1. Pons Racing 73
2. Carlin Motorsport 62
3. RC Motorsport 57
4. GD Racing 55
5. Epsilon Euskadi 37
6. Gabord Reyco 36
7. Saulnier Racing 34
8. KTR 29
9. Paul Belmondo Racing 18
10. Porfesa Competición 7

NEVILLE JAL DARUKHANAWALLA

WORLD SERIES BY NISSAN 2004



TECHNICAL DATA - DALLARA - NISSAN V6

Engine: NISSAN

Cylinders: V6
Weight: 117 kg
Capacity: 2.986 cc
Bore x stroke: 93 mm x 73.3 mm
Valves/Crankshaft: 24 valves / steel crankshaft
Injection system: direct / electronic
Max output: 450 bhp @ 8250 rpm
Max torque: 504 Nm @ 7000 rpm

Dimensions

Wheelbase: 3000 mm
Front track: 1600 mm
Rear track: 1550 mm
Height: 949 mm
Maximum width: 1900 mm
Total length: 4550 mm
Weight (no fuel with driver): 670 kg
Cooling system: Behr radiators on both sides

Suspension & Chassis

Front suspension: Push Rod with mono damper
Rear suspension: Push Rod - twin damper
Chassis: Carbon and Kevlar sandwich with AL/NOMEX honeycomb
Bodywork: Fiberglass with NOMEX honeycomb
Composites: Hexcel-Hercules-Advanced Composites
Moulds: Augusto/Flabo
Shocks: Koni 2812
Springs: Front: Eibach 36 mm ID
Rear: Eibach 2 in. ID
Fuel tank: Premier - FT5

Transmission

Gearbox: Ricardo 6 gear ratio + reverse gear (sequential)
Differential: Powerflow-type

Brakes & Steering

Brembo (4 calipers)
Steering wheel: Sparco - 270 mm OD
Steering column: SPA design

Wheels & Tyres

Front rims: Oz 13x11, 75
Rear rims: Oz 13x13, 75
Front tyres: Michelin 260/635 R13
Rear tyres: 315/660 R 13





QASHQAI

Nissan believes the end could be in sight for conventional cars in the compact sector of the market. And if the market share of the traditional hatchback is indeed numbered, its place might well be taken by striking crossover vehicles designed to live a dual life... vehicles like the Nissan Qashqai. "Qashqai is a bold new design that pioneers a new sector of the market. Aimed at a young pre-family buyer, Qashqai is a dual-role compact crossover concept: during the week it is a tough city dweller at home on the mean streets, but at the weekend it heads for the hills for freedom and adventure," says Shiro Nakamura, Senior Vice President, Design Division, Nissan Motor Co., Ltd.

NISSAN'S NEW TAKE ON THE CROSSOVER

First from NDE

Qashqai is the first concept car to have been developed by Nissan's quite recently-opened design studio in London, England. Nissan Design Europe (NDE) is one of the company's design 'think-tanks' dedicated to developing future generations of advanced designs for European markets.

Qashqai, unveiled at the Geneva Motor Show in March this year, is ample proof that Nissan's multi-cultural design team is thinking 'out-of-the-box'. Unlike anything on the roads today, Qashqai combines the sleek lines of a sporting hatchback with the attitude and authenticity of a serious 4x4.

Escape

Named after a desert-dwelling nomadic tribe living near the Zagros mountains in South Western Iran, Qashqai is seen by Satoru Tai, Vice President, Nissan Design Europe, as an Urban Nomad. "It is aimed at young professional people who enjoy living and working in the city during the week but who want to escape at the weekend."

Arch Graphic Roof

Among its striking features are the swooping coupé-like roof, high waist-line and the aerofoil shape of the side glass. The arch graphic of the roof line has become a recurring Nissan design theme and can be found on many Nissan production cars including the Primera, Micra and 350Z as well as on a number of design concepts.

Qashqai's four-wheel drive underpinnings are obvious from the ample ground clearance, tall body and huge wheels. The concept is 1570mm tall, 1860mm wide and 4310mm long. It sits on a wheelbase of 2650mm. Its four-wheel drive credentials include 237mm ground clearance and compact overhangs front and rear – 854mm and 806mm respectively.

The wheels – 20 inches in diameter – were made especially for Qashqai by Michelin and feature the French company's unique PAX run-flat system.

Rear-hinged Back Doors

But it's the unique design features that set the concept apart. While the front doors open conventionally, the back doors are rear-hinged... and both open to virtually 90 degrees. As there is no central B-pillar, when both side doors are opened simultaneously access to and from the passenger compartment is much easier than in a conventional car.

There is, however, another reason for adopting this unusual layout. Securely fastened to a central monorail – a solid aluminium chassis backbone designed to ensure the

concept enjoys uncompromised structural rigidity despite the lack of B-pillars – are four individual seats.

Unique Folding Seats

Those on the passenger side of the vehicle not only have backrests that fold, clamshell-style, onto the seat base, but are also cantilevered so that they can be stowed upright, flush with the central chassis backbone.

This, in turn, leaves ample space to store a mountain bike within the passenger compartment – with an obstruction-free side-loading zone; the bike is simply picked up and slotted into place with nothing having first to be dismantled.

Qashqai also has a conventional luggage compartment at the rear of the car but, again, there's a novel opening arrangement for the rear hatch.

Split Tailgate

The split tailgate features a glazed upper 'bubble' and metal lower panel. For loading small items, the glass panel can be opened independently

At a Glance

- Four-wheel-drive Crossover concept unveiled at the Geneva Motor Show
- Compact for the city and robust for the great outdoors
- Advanced electronic all-wheel drive and good ground clearance
- Rear hinged back doors and...
- ... no B-pillar for superb access to passenger compartment without compromising strength
- Unique side-hinged seats maximise interior space
- First project from newly-established NissanDesign Europe

and the luggage slotted into the boot.

But for loading larger items, the centrally hinged bottom panel moves forward and then down, to slide out of the way underneath the tail of the car. Once again this allows much easier access to the load area: with a conventional split tailgate, it is necessary to stretch uncomfortably across the lowered portion to reach and remove a suitcase.

Secure Storage

The boot area also houses a special 'strong box' allowing valuables to be locked safely away when the car is left unattended.

Other notable exterior features include the lights. The vertical rear lights run up and over to the tailgate to accentuate its tall stance, while at first glance there don't appear to be any lights at the front at all.

'Invisible' Headlamps

In fact, the headlamp clusters – they incorporate

the turn indicators and fog lamps as well as the LED headlamps themselves – echo the striking rectangular style as featured on the 350Z, but are covered in a newly developed 'clear-ink' paint that matches the car's body colour but becomes invisible once a light is shone through.

At the front, the familiar three-section Nissan grille features a sporting mesh effect deep within the apertures.

Glazed Roof

The airiness of the cabin is thanks to the twin full-length glazed roof panels above both pairs of seats. The central section houses a roof console with controls, interior lighting and ventilation outlets and extra storage space.

The interior of the concept also underlines the dual role to be played by Qashqai. The asymmetric interior design envelops the driver to create a sporty environment, but the passenger side of the car is more open to give a feeling of freedom and space.

Car of the Future?

Satoru Tai says: "Qashqai is a serious design study which shows one direction future Nissan's vehicles could take. It is aimed at young people who are not constrained by convention; it's a car that can adapt to its environment just as quickly as they can."

Street Language

One final feature of Qashqai's interior design pays homage to its birthplace and underlines its urban roots. NDE's home near the Grand Union Canal in London's Paddington is a unique building called the Rotunda. Constructed from reinforced concrete in 1966, its original role was as a maintenance depot for British Rail.

So striking was the design that it won an Architectural Design Project Award in 1966 and the Concrete Society's Award three years later and it is now considered one of the most important buildings of the post-war British Modern movement. As a result it carries a Grade II listing from British Heritage.

Although derelict when taken over by Nissan Design Europe, because of the architectural listing many of the features had to be retained during the building's make-over... including some period graffiti daubed on the walls.

And this graffiti inspired the motif to be found on the bold slash of colour that rings the passenger's side of the cockpit. Predominately red, the fabric covered panel that runs clockwise from the centre of the dashboard to the centre of the rear door has a very unusual pattern developed from the wit and wisdom of London's youth...

NEVILLE JAL DARUKHANAWALLA



ABS

THE FIRST LINE OF DEFENCE

It was a tough day at the office for Adel Anwar. Things hadn't gone to plan and press deadlines meant doing ten things at one time when it would have been prudent to do things just the other way round. However, once Adel had managed to call it a day and head back home, his mind was somewhere else and in such a frame of mind it was important for Adel to have his set of wheels be his friend. Taking the shortest route back home entailed going over sections where road works were on and there was gravel and other road debris on his regular piece of tarmac. But familiarity with the surroundings and route meant he was doing the same pace as usual when suddenly his headlights caught a slow back hoe loader reversing.

As soon as it registered, Adel hit the brakes. All he had learnt in his years of driving saw him back off the throttle, hold on to the steering wheel and hit the brakes. Mere milliseconds after hitting the brakes the car started to slide but he dabbed down even harder for he didn't want to end up in the ditch on his left or strike the loader hard so he instinctively twirled the steering wheel trying to swerve away enabling him to steer past the errant road works machine and drive away safely.

Adel had a willingly ally with him that day. His car had the optional ABS braking system and this was

what had enabled him to steer away to safety while braking. It took him awhile to understand this, his heart beating louder and stronger at the close brush he had just experienced and then he realized that his decision to take up the slightly expensive ABS option at the time of purchase of his car had turned out to be just the other way round!

Safe driving is an important issue anywhere in the world these days and in the mature markets of Europe, the US and Japan if car drivers are asked what would they specify among their guardian angels at the time of purchase, most of them would be hard pressed to put a name but an overwhelming number would specify ABS. So what is ABS and what does it do? And why do responsible car makers like Nissan incorporate them in their cars? Let's find out.

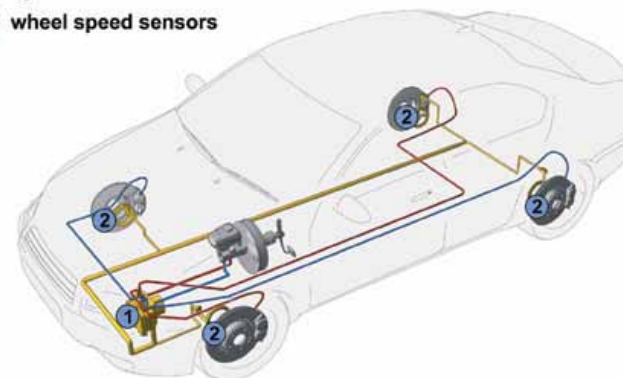
A skidding wheel, with its tyre contact patch not gripping but sliding relative to the road obviously makes for less traction than a non-skidding wheel. If you have been on gravelly roads or stuck in sand you know that your wheels are spinning and not biting the road, thereby affording you no traction. This is because the contact patch is sliding relative to the gravelly bit of tarmac. It is here the ABS comes into help, it keeps the wheels from skidding while you slow down, making you not only stop faster but also allowing you to steer in safety while scrubbing off the speed.

ABS was first conceived some 27 years ago by the noted German automotive specialist Bosch AG and today it is de rigueur for the majority of cars all over the world to sport this important safety gear. An ABS system in the simplest terms consists of speed sensors, a hydraulic / electric pump, valves and a controller unit. The system needs some means to recognise when a wheel is about to lock up and therefore a speed sensor comes into the system. Depending on the type and generation of ABS system adopted, sensors can be located on each wheel or in some cases in the differential. Then there is a valve in the brake line of each brake controlled by the system and depending on the number of brake circuits there could be multiple valves, as many as three, brought into play as well. On this multiple valve system, the valve has three positions with which to regulate braking pressure. In position one, the valve is open and pressure from the master cylinder is passed right through to the brake. In position two, the valve blocks the line, isolating that brake from the master cylinder. This is done so that it prevents the pressure from rising further should the driver stomp on the brake pedal in a panic situation. In position three, the valve releases some of the pressure build-up.

Demystifying the ABS system further, the adoption of the pump is obvious. Since the valve is able to release pressure from the brakes, there has to

Antilock Braking System ABS

- 1 hydraulic modulator with attached ECU
- 2 wheel speed sensors



be some means to put the pressure back into the system. This is what it does, when a valve reduces the pressure in a line, the pump is there to stroke it back to optimum operating pressures. The final bit of hardware in an ABS system takes in the controller, this taking the shape of an ECU which thanks to the algorithms pre-fed into it, keeps an eye on the speed sensors and controls the valves.

So how does all this piece of kit work? The ECU keeps on scanning the speed sensors all the time. It looks for decelerations in the wheel that are out of the ordinary. Moments (and here we are talking in the realm of nanoseconds) before a wheel begins to lock up, the ECU will sense a rapid deceleration. If left unchecked the wheel would stop much more quickly than any car could. Let me illustrate: it might take about five seconds for a car to come to a halt when the anchors are hit at 100kmph but the fact remains that the wheels that lock up under braking could stop spinning in under a second, making the car slide ahead without gripping and stopping.

It is here that the ECU unit in the system begins to earn its keep. It knows that such a rapid deceleration is impossible so it reduces the pressure to that brake (wheel) until it sees an acceleration, then it increases the pressure until it registers deceleration again. This detection of slip and grip is possible by the ECU very quickly before the tyre can actually

significantly change speed. What emerges from this rapid movement (you can feel a pulsing in the brake pedal signifying the rapid opening and closing of the valves in the ABS gear) is that the tyre slows down at the very same rate as the car, thanks to the brakes keeping the tyres very near their point of physical lock-up, thereby providing the right amount of traction and grip to bite the road and stop safely while also allowing the driver to continue to steer away from any collisions.

Many of you automobile enthusiasts would have seen pictures released by car makers of two identical cars on a skid pad but with one crucial difference: the one with ABS would be seen stopping clear of the nose cones while the one not equipped with ABS would invariably be sliding into them head-on with the wheels clearly locked. In the last quarter of a century in which we have had ABS, the system has been systematically upgraded since there can never be any compromise on safety and the latest generation systems feature four-channel, four-sensor ABS. In essence this is not only the best but it also means that there is a sensor for each wheel and a separate valve for all four wheels. This enables the ECU to monitor each wheel individually to ensure maximum braking efficiency is achieved.

Brings me back to a most pertinent question: does ABS or to give it its literal meaning in plain old

25 years of ABS 1978 - 2003

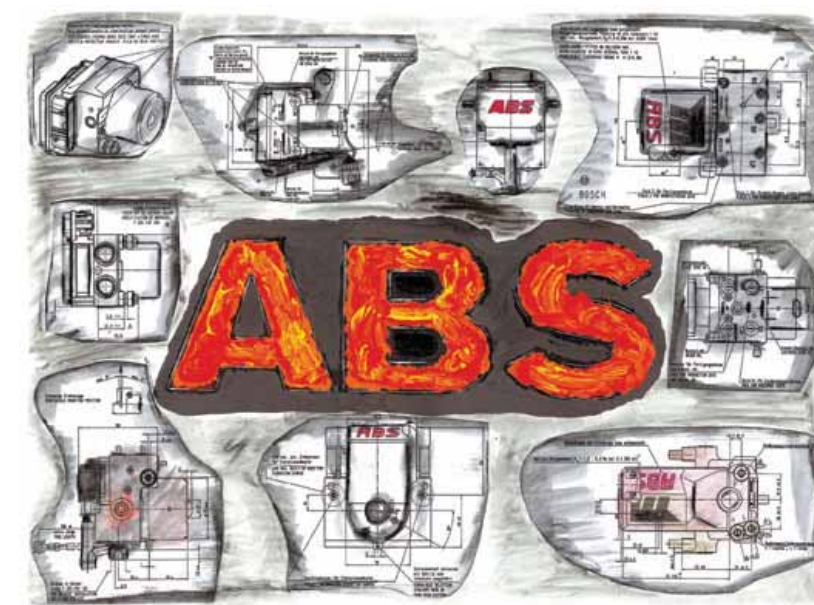
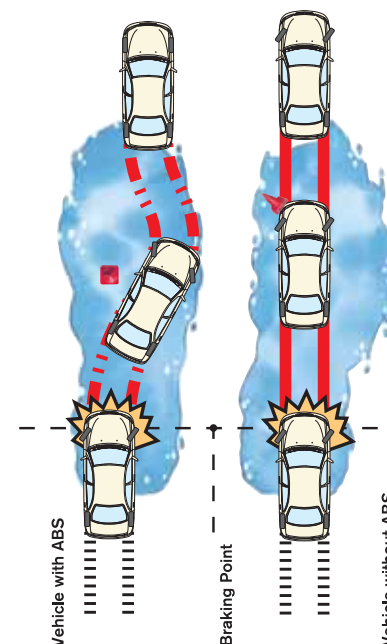
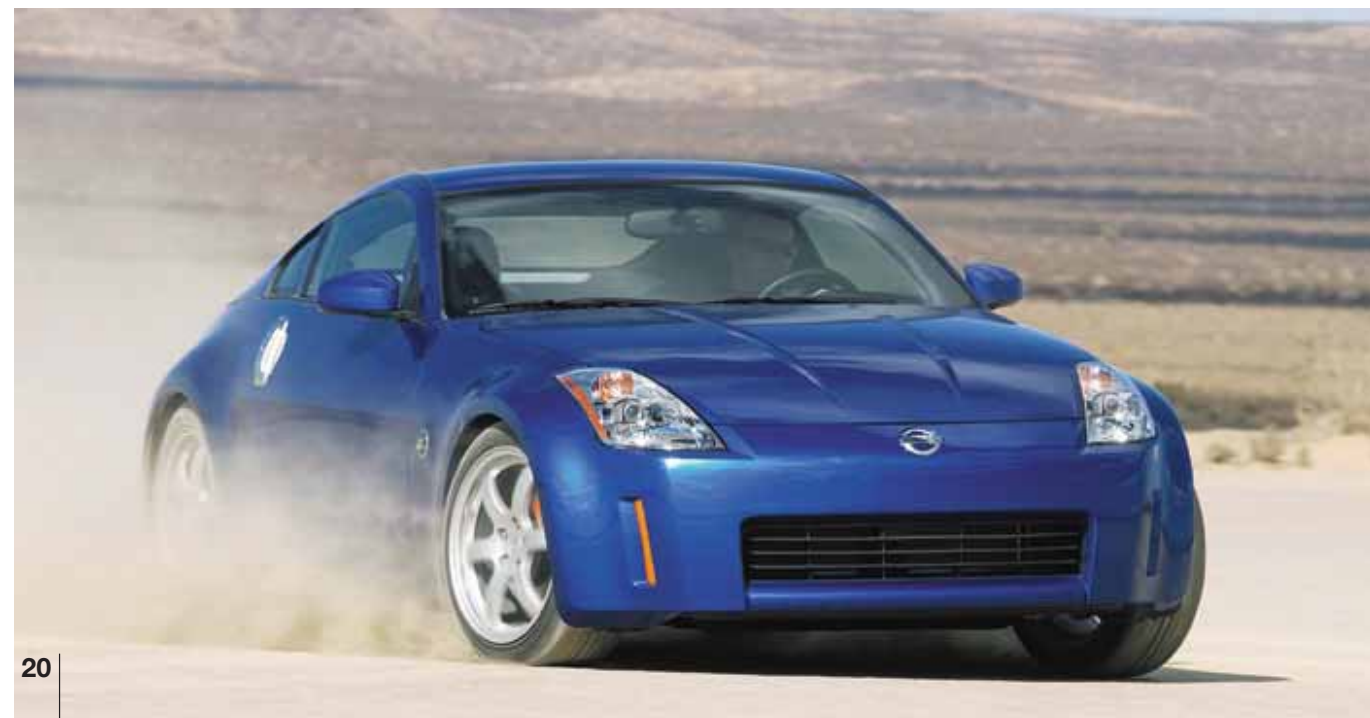
smaller, lighter, more efficient



Queen's English, anti-lock brakes really work? The answer is a resounding YES and there are no two ways on this count. ABS prevents wheels from locking up and providing the shortest stopping distances on slippery surfaces. The more intelligent question to ask however is whether ABS really helps prevent accidents and as has been ingrained to all of us from a very tender age in school, prevention is always better than a cure. And the answer to this is also a big YES.

Technology, or the pace of it, never stands still and surely not in the automotive world and while ABS might have been the great advance it was some 27 years ago, today it is but one vital cog in the overall dynamic performance of an automobile. Thanks to the advent of technologies like traction control (TC), electronic brake force distribution (EBD), brake assist (BA), electronic stability control (ESP) and some others, car control is far more efficient, quicker than before and also far more precise. You can experience all this in the modern day Nissans like the gorgeous Q45, the stunning 350Z sports car or even the new Altima super sedan. Nissan like any serious socially responsible automaker knows the benefits of building in as many lines of defence as it possibly can into its great cars and it all begins with ABS.

ADIL JAL DARUKHANAWALLA





THE KIMONO

AH, SO INTRIGUING!

Often considered to be one of the Orient's most civilized nations, Japan is a fascinating country. Even in overcrowded cities like Tokyo and Osaka, the streets are always immaculate, the law obeyed without question and people always smartly dressed. It seems quite certain, that the Japanese have a code of conduct that facilitates communities to live peacefully and comfortably. Moreover, Japanese norms appear to cover every human and social activity – how to eat, how to talk, how to dress, how to greet – further exemplifying the fact of how, in this highly advanced nation, tradition and modernity blend marvelously.

This is certainly what a friend - a first-time visitor to Japan – also concluded, when he saw the striking figure of an elegant women in a lavishly ornate kimono, emerge from one of Tokyo's 21st century, eco-friendly and quake-proof skyscrapers.

The kimono – which translates as 'clothing' in Japanese – is an intriguing subject, being the traditional clothing of Japan and worn by men, women and children. The cut, colour, fabric and decorations on a kimono vary according to the gender, age and the marital status of the wearer. The season and occasion for which it is worn also play a part. Aspects in question are: the fabric, colour, sleeve length and details concerning the intricate belt called 'Obi'.

Women's kimonos are definitely the most elaborate and varied in design and style. They exist in the form of many different types, each relating to the wearer's age, status, and the level of formality required by the occasion concerned. Below is a list, in terms of descending order of formality –

1. Kurotomesode: the most formal kimono for married women. Black in colour, it is usually worn by mothers of the bride and groom, at weddings. Patterned only below the waistline, it displays family crests on the sleeves, chest and back

2. Furisode: the most formal kimono for the unmarried women. It has swinging sleeves with

patterns that cover the entire garment and is usually worn at coming-of-age ceremonies and by the bride's unmarried female relatives, at weddings

3. Irotomesode: slightly less formal than Kurotomesode, it is a single-colour kimono, patterned only below the waistline, and worn by married women, usually the bride and groom's close relatives, at weddings

4. Houmongi: translates literally as 'Visiting Wear' in English. Worn by both married and unmarried women, often friends of the bride at weddings and wedding receptions, it is characterised by patterns that flow over the shoulders, seams and sleeves. May also be worn to formal parties and galas

5. Tsukesage: worn by both married and unmarried women, these kimono have modest patterns that cover lesser area and are located mainly below the waist

6. Iromugi: a single-coloured kimono, worn mainly at tea ceremonies, by both married and unmarried women

7. Komon: translates literally as 'Fine Pattern' in English. As a somewhat 'casual' kimono, it may be worn around town, or dressed up further with a tasteful 'Obi' for a swanky restaurant. It comes with a small pattern repeated all over the garment. Both married and unmarried women may wear it.

8. Yukata: generally made of cotton, linen, or hemp, Yukata is an unlined, informal, summer kimono, often worn to outdoor festivals by men and women of all ages

Surprising, fascinating, intriguing ...The customs and traditions, that make the Japanese culture so unique, attract great interest and admiration in the way they provide for everything. Much like what you will find at Nissan. True to their Japanese heritage, they provide for everything, too!



AFZAL HASAN





DIFFERENT BRUSH STROKES FOR DIFFERENT FOLKS!

colours impart heaviness to objects – picture gloomy skies – while light colours make objects seem lighter – perhaps due to a primitive association with the white clouds floating in the sky.

On further translating these associations into individual choices, we find that colours reflect attached meanings:

- Red stands for adventure, passion for living
- White stands for purity, openness, cleanliness
- Green stands for freshness, nature, health
- Yellow stands for independence, warmth, joy
- Black conveys power, sophistication, elegance, formality
- Purple says wealth, intelligence
- Greys and browns seem sombre, suggesting weight, or, something heavy and stabilizing

As expected, colours strongly affect mood, making marketers take them very seriously, indeed. So much so, that the application of colours to various products has now become a science. “Colour Appeal” is a key factor in the presentation of products, particularly cars. Once chosen, a colour becomes “owned” and hence gets associated with the owner.

Nevertheless, let’s not forget that not all colours mean the same things to all people. Culture or tradition may often dictate otherwise – black may sometimes mean ‘death’ or ‘pomposity’, green may say ‘greed’ and yellow may be considered ‘cheap’.

Whatever your reason for selecting the colour of your car, rest assured that Nissan will continue to offer superior solutions inspired by advanced developments in colour technology. With their combined resources and expertise, they have the power not only to innovate, but also deliver results to you in next to no time.

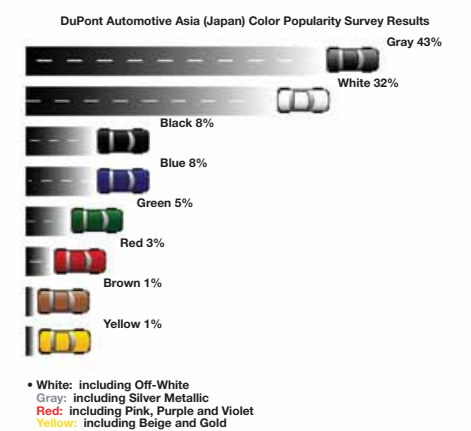
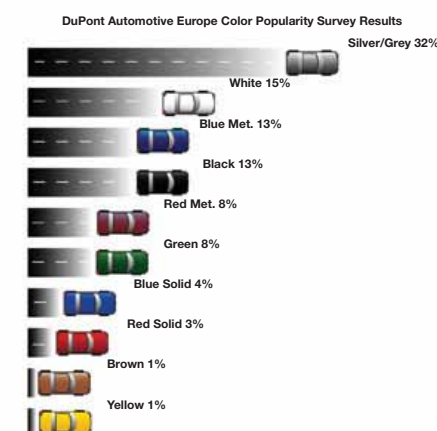
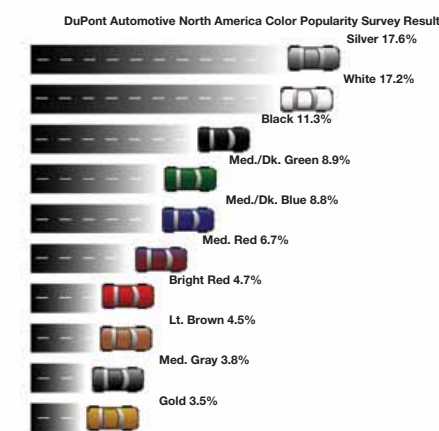
You can be sure that with Nissan, you’ll never be left feeling blue!

Sitting at the lobby of a sports club, I waited for my friend to arrive. As I idly sipped what was rapidly turning out to be a rather strong cup of coffee, I began to observe the constant stream of visitors pulling in, in cars of all shapes and colours. There was the loud, red sports car driven by a young man clearly in a hurry to keep an appointment; the well-groomed, smiling lady in a small, smart, cream hatchback; the chauffeur-driven black limousine bringing its distinguished-looking occupant to an eager welcoming party; the suited, eyebrows haughtily raised to a constant height executive stepping out from a silver sedan and promptly gesturing to a valet; the large grey station wagon packed with curious tourists who, with their continuous expressions of “Oh!” and “Ah!”, were exposing themselves to unfair, yet inevitable, comparisons with goldfish.

Indeed, it was a host of different people, each in a vehicle whose type revealed obvious clues about their lifestyle. But, on the other hand, what did the colour of each vehicle convey? What is the psychology that goes behind people’s choice of colours?

Colours are divided into two main categories: warm and cool. Warm colours are reds, yellows and oranges. Cool colours are greens, blues and violets. These associations of ‘warm’ and ‘cool’ have roots in human history, where we have traditionally linked warmth with the sun and fire, and coolness with water and vegetation. As a result, red colours naturally stimulate feelings of warmth and excitement, while greens and blues encourage calm and content feelings. Dark

THE MOTORIX



• White: including Off-White
 Gray: including Silver Metallic
 Red: including Pink, Purple and Violet
 Yellow: including Beige and Gold
 Green: including Bluish Green and Olive
 Blue: including Turquoise

I welcome you through the first issue of our magazine and I would like to take this opportunity to discuss an important matter that concerns all those who are involved with the automotive industry – the transparency in the flow of information!

The GCC markets have become one of the most important markets for the manufacturers where everybody is competing to gain more consumers by presenting high end products along with exceptional services and continuous support.

With the high level of competition, the consumer has become so demanding that it is becoming really hard to satisfy him.

To cope with the increased levels of competition and the expectations of customers, auto manufacturers have opened regional offices in Dubai where trade and investments are peaking with every passing day. Through such offices, the manufacturers can monitor the market, the consumers and their orientation and satisfaction, while also executing their marketing plans accordingly to increase their market share.

With such challenges, the importance of market information has also risen – both for the manufacturers as well as for the consumer.

Unfortunately, there is not a single source or office in the GCC that is responsible for information like the volume of the market and the shares of each manufacturer in each segment and the numbers of re-exported cars and the point of reference of the market and



the consumers. Hence, the importance of market information is becoming vital.

On the other hand, there are a bunch of interested people who are trying hard with bits and pieces from here and there to provide market info relying on predictions and on what really happened in the market during recent years.

It's time now for whoever is concerned to meet and exchange their expertise to get to a united vision regarding the market trends and

where the changes are taking place, not to forget the direction the market is heading.

I would like to mention here the case of Egypt where a committee was created in this context - especially that Mercedes-Benz, BMW, Peugeot, Nissan, Citroen, and Hyundai have assembly lines in Egypt where an "Automotive Market Information Council" (AMIC) has been formed by the above mentioned manufacturers.

The main job of this council is to gather market information and publish it on a monthly basis. It also organizes a monthly meeting between all the manufacturers' representatives where the main topic is the discussion and evaluation of the monthly report. This enables all manufacturers to access all the market info which is very important when an auto maker is studying and preparing his marketing plans. This, also, has created a special relation between the manufacturers who now have all the details they can use to improve customer satisfaction.

Finally, I would like to invite all the officials in the regional offices to meet so that we can create an information council that can provide all manufacturers with the

HANY BADR
REGIONAL PRODUCT MANAGER
NISSAN MIDDLE EAST FZE

WHERE IS THE TRUTH?

NISSAN MIDDLE EAST DEALER DIRECTORY

Nissan Middle East FZE

Jebel Ali Freezone,
P.O.Box 61111
United Arab Emirates
Tel No.: +971 4 881 7500
Fax No.: +971 4 881 7497
Website: www.nissan-me.com

Saudi Arabia

Alhamrani United Company
Madinah Road,
P.O. Box 701 Jeddah 21421,
Kingdom of Saudi Arabia
Tel No.: +966 2 6696690
TLX: 601556 AFAF S.J.
Fax No.: +966 2 6673658
E-Mail: info@nissan.com.sa
Website: www.nissan.com.sa

Kuwait

Abdulmohsen Abdulaziz Al-Babtain Company
4th Ring Road, Al-Rai.
P.O.Box 2198
SAFAT 13022
KUWAIT
Tel No.: +965 4737977
Freephone: 804888
Fax No.: +965 4723677
Email: General Enquiries: nissan@babtain.com.kw
Website: www.nissankuwait.com

Abu Dhabi & Al Ain

Al Masood Automobiles
P.O. Box 322
Abu Dhabi - United Arab Emirates
Tel No.: +971 2 6811118
Fax No.: +971 2 6776689
E-Mail: almasood@masaood.com
Website: www.masaood.com

Dubai & Northern Emirates

Arabian Automobiles Co.
P.O. Box 2128
Dubai - United Arab Emirates
Tel No.: +971 2 2952222/2699770
Fax No.: +971 2 2952828
E-Mail: aaco@al-rostamani.co.ae
Website: www.arabianautomobiles.com

Oman

Suhail Bahwan Automobiles LLC
P.O. Box 156, Muscat, Postal Code 112,
Sultanate of Oman.
Tel No.: +968 7717064
Fax No.: +968 7715861
E-mail: Nissan@suhailbahwangroup.com
Website: www.suhailbahwangroup.com

Qatar

Saleh Alhamad Almana Co.
P.O. Box 91
Doha, Qatar
Tel No.: +974 4441334
Fax No.: +974 4441337
E-Mail: marketing@shalmana.com
Website: www.shalmana.com

Bahrain

Y. K. Almoayyed & Sons BSC(C)
Tel No.: +973 17 211211
Fax No.: +973 17 731206
E-Mail: almoayyed@almoayyed.com
Website: www.almoayyed.com

Lebanon

Rasamny Younis Motor Company S.A.L. (RYMCO)
BLVRD, Chiah
P.O. Box 2737
Beirut - Lebanon
Tel No.: +9611 273 333
Fax No.: +9611 274188
E-mail: rymco@dm.net.lb
Website: www.rymco.com.lb

Jordan

Bustami & Saheb Trading Co.
Amman - Wadi Saqra,
Nissan Bldg.
P.O. Box 81821
Amman 11121 Jordan
Tel No.: +9626 553 2456
E-Mail: bstc@nissan.com.jo

YES, I WANT TO SUBSCRIBE

Name:

Company:

Position:

PO Box:

City: Country: Zip Code:

Tel: Fax:

E-mail:

Payment Terms

Payment can be made by cash or
Bank Draft payable to
AdCom Advertising.

3 Issues per year
Yearly Subscription Cost
(postage included)
Within UAE Dhs 35/-
Other Middle East countries US\$10/-

Please fax or e-mail this form to the following address:

AdCom Advertising
P.O. Box: 34556
Dubai, U.A.E.
Tel.: +971 4 352 2337
Fax: +971 4 359 5983
adcomdx@emirates.net.ae