

power of attorney for himself before he became incapacitated. When you give someone du- power of attorney for him- self, that person has the to make financial deci- in your behalf, says Shae author of *The Financial* by Nolo Press. You can as soon as you sign it, or go into effect unless a- pacitated. The latter is- ble power of attorney. and lack durable power ave to ask a judge to de- point a conservator. That - consuming, says Roger alist in Dublin, Va. makes a court order un- v or broad as you want. time, Bell says.

power of attorney is le- est interest. The individ- attorney-in-fact," must or she appears to be us- own benefit, a judge rson's authority. companies, such as No- rms. If your estate is work with an attorney. Chrysler seems to swing from tantaliz- ing highs to crippling lows as if routine. But how did Chrysler stumble into its latest predicament — falling sales, nervous investors and tension among em- ployees — as new German managers ar- rived at the Auburn Hills, Mich., headquarters Monday?

Insiders and analysts say that since the merger of Daimler-Benz and Chrysl- er, the U.S. component, clearly taken over by the Germans, has suffered from management turnover and weak prod- ucts facing intense competition:

- The executive shuffle has gone on non-stop since the merger.

Robert Eaton, the Chrysler CEO who succeeded Lee Iacocca and forged the merger, left in March.

His name stirs resentment among longtime Chrysler workers who blame him for selling the company to Daimler- Benz and giving away too much control.

Thomas Stallkamp, the former presi- dent of Chrysler, was forced to resign last December after differing with the Germans about spending and how the new company could save money on product development and engineering.

Dennis Pawley, who spearheaded Chrysler's respected low-cost manu- facturing operations, retired in January 1999. He was credited with giving sup- pliers a bigger role while squeezing them to cut costs.

Thomas Gale, head of product design, plans to retire at the end of the year. Gale won praise for Chrysler's vehicle designs.

Such upheaval demoralizes workers, analysts say.

And some say James Holden, who, since Eaton left, had been the top- ranking Chrysler executive until he was forced to resign Friday, didn't control production, then was forced to depend on exceedingly high incentives to try to cut the resulting inventory bloat.

"They screwed up earlier in the year, and really over the past two years; they have been increasing their capacity in the light-truck market to a level that is greater than demand," says Rod Lache of Deutsche Banc Alex. Brown.

- A weak and aging product line could plague the company, analysts say. The average age of its products is 3.6 years, the oldest it's ever been.

Its Dodge Ram full-size pickup, usu- ally a high-profit vehicle, was last re- designed as a 1994 model and is the oldest pickup in its class on the market. The Ram is not scheduled for a redo until the 2003 model.

Its Neon small car faces tough compe- tition from the new Ford Focus and Ja- panese and South Korean products.

Wells also said that Gateway depends too much on opening Country Stores to boost its revenue. "Gateway is generat- ing almost no growth without the addi- tion of new Country Stores," Wells says.

Gateway Chief Financial Officer John Todd said the company is "confident that our sales of PCs are ramping at ex- pected levels."

Nationwide, October sales of PCs

PC makers to lower prices, making con- sumers happy but leading to an all-out price war that could hurt Gateway, Ap- ple and others, analysts say.

Another bad sign: Taiwanese com- puter assembly plants report that they're making motherboards — key components in PCs — at a 30% slower pace than last year, says Wit SoundView analyst Scott Randall.

► Stock market feels PCs' pain, 1B

That's in line with economists' pre- dictions that overall holiday retail sales will rise 7% to 8% this year over last year — down from the double-digit growth rates of the past two years.

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Leader, product woes crunch Chrysler

Automaker sees sliding sales, unhappy employees

By Earle Eldridge
USA TODAY

Whether it's a government bailout or a merger with a premier auto company, Chrysler seems to swing from tantalizing highs to crippling lows as if routine. But how did Chrysler stumble into its latest predicament — falling sales, nervous investors and tension among employees — as new German managers arrived at the Auburn Hills, Mich., headquarters Monday?

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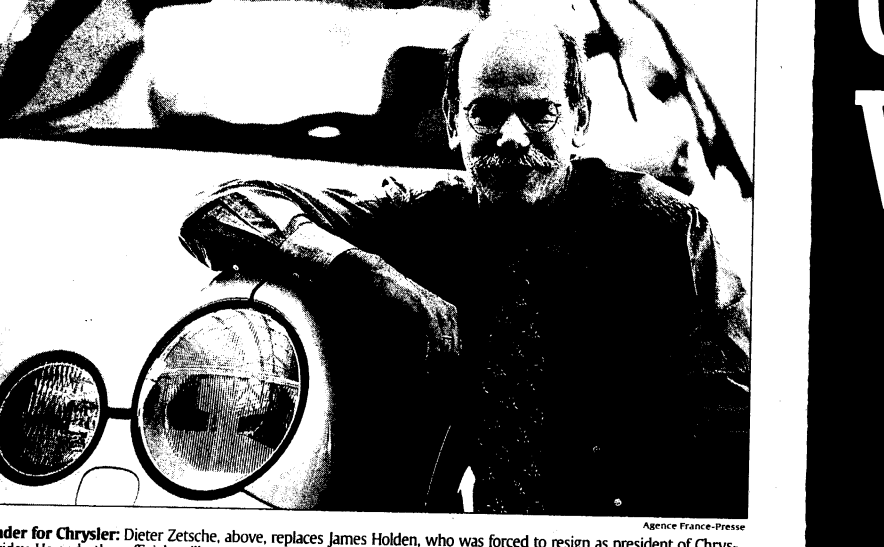
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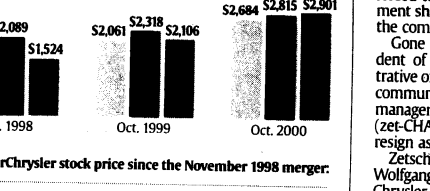
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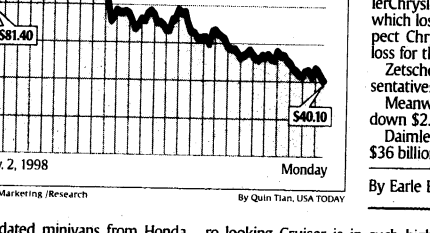
New leader for Chrysler: Dieter Zetsche, above, replaces James Holden, who was forced to resign as president of Chrysler on Friday. He and other officials will meet with representatives of Chrysler dealers today.

Chrysler out in front with incentives

Chrysler incentives were ahead of other Detroit automakers last month.



DaimlerChrysler stock price since the November 1998 merger



Source: CNW Marketing Research By Quin Tian, USA TODAY

And updated minivans from Honda, Toyota, Ford Motor and General Motors have cut deeply into Chrysler's dominance of that segment, although Chrysler has just put redone models on sale.

Likewise, Chrysler's once-dominant Jeep brand faces tough competition from sport-utility vehicles built by Lexus, BMW, Toyota and Nissan.

Chrysler's biggest hit is the PT Cruiser, not a big moneymaker. And the ret-

German takeover continues as 3 more U.S. executives quit

Three American executives with DaimlerChrysler were forced to resign Monday, the latest victims of a management shake-up that has put Germans solidly in charge of the company's Chrysler arm.

Gone are Theodor Cunningham, executive vice president of global sales; Kathleen Oswald, chief administrative officer; and Tony Cervone, head of Chrysler's global communications. The resignations came on the day a new management team took over, headed by Dieter Zetsche (zet-CHA). He replaces James Holden, who was forced to resign as president of Chrysler on Friday.

Zetsche, DaimlerChrysler CEO Juergen Schrempf and Wolfgang Bernhard, the new chief operating officer of Chrysler, met with senior managers at the company's Auburn Hills, Mich., headquarters Monday. They also delivered a satellite broadcast to Chrysler's salaried and plant workers. They reportedly told workers that DaimlerChrysler is committed to turning around Chrysler, which lost \$512 million in the third quarter. Analysts expect Chrysler to report a \$100 million to \$150 million loss for the fourth quarter.

Zetsche, Schrempf and Bernhard will meet with representatives of Chrysler dealers today.

Meanwhile, Wall Street sent DaimlerChrysler stock down \$2.75 to \$40.10 a share Monday, a 52-week low.

Daimler-Benz acquired Chrysler in November 1998 for \$36 billion in what was initially called a merger of equals.

By Earle Eldridge

Coke faces snags in possible \$16B Quaker deal

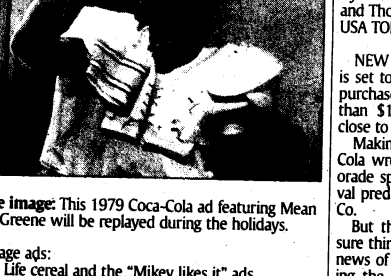
By Theresa Howard and Thor Valmanis
USA TODAY

NEW YORK — Coca-Cola's board is set to meet today to weigh the purchase of Quaker Oats for more than \$16 billion in stock, people close to the company say.

Making the deal would let Coca-Cola wrest Quaker's valuable Gatorade sports-drink brand from rival predators, most notably PepsiCo.

But the transaction is hardly a sure thing. Wall Street was cool to news of an impending deal, sending the Atlanta-based cola giant's shares plummeting nearly 8% to \$56.54 at Monday's close.

"This is not so much about overpaying as it is a messy transaction," says Salomon Smith Barney beverage analyst Jennifer Solomon, who



Nice image: This 1979 Coca-Cola ad featuring Mean Joe Greene will be replayed during the holidays.

to buy the world a

"P." It will appear in

34th Street.

networking TV starting

day Pa-day Coke began TV

Joe Greene" from

Park from 1964.

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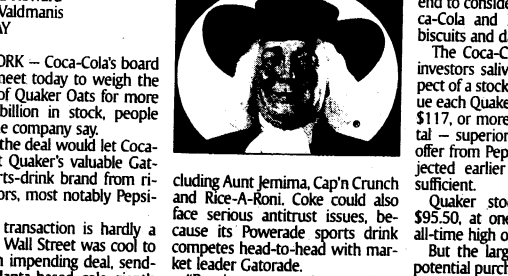
omemorate the brand's

Life cereal and the "Mikey likes it" ads.

Jordache jeans with the "You've got the look" jingle.

Charmin with Mr. Whipple.

Coke freshens its classic ads with a tagline at the beginning of each. A Coke bottle-top flips up from the lower part of the screen as the words "Enjoy this Class-



including Aunt Jemima, Cap'n Crunch and Rice-A-Roni. Coke could also face serious antitrust issues, because its Head-to-head sports drink competes head-to-head with market leader Gatorade.

"Pepsi was very interested in Gatorade. I would expect them to put up significant interference through regulatory measures if Coke inks a deal," says Caroline Levy, beverage analyst at UBS Warburg.

end to consider rival bids from Coca-Cola and Danone, the French biscuits and dairy products group.

The Coca-Cola offer left Quaker investors salivating over the prospect of a stock swap that could value each Quaker share at upward of \$117, or more than \$16 billion total — superior to the \$14.8 billion offer from Pepsi, which Quaker rejected earlier this month as insufficient.

Quaker stock jumped 6% to \$95.50, at one point reaching an all-time high of \$98.94.

But the large gap between the potential purchase price and actual price of Quaker shares reflects a serious concern among shareholders that the deal may get blocked.

Some on Coca-Cola's powerful board, which includes legendary investor Warren Buffett, are