



Working and Managing in a Multinational Organisation



Steve Goddard

Global Infrastructure Director TRW Automotive



safety.

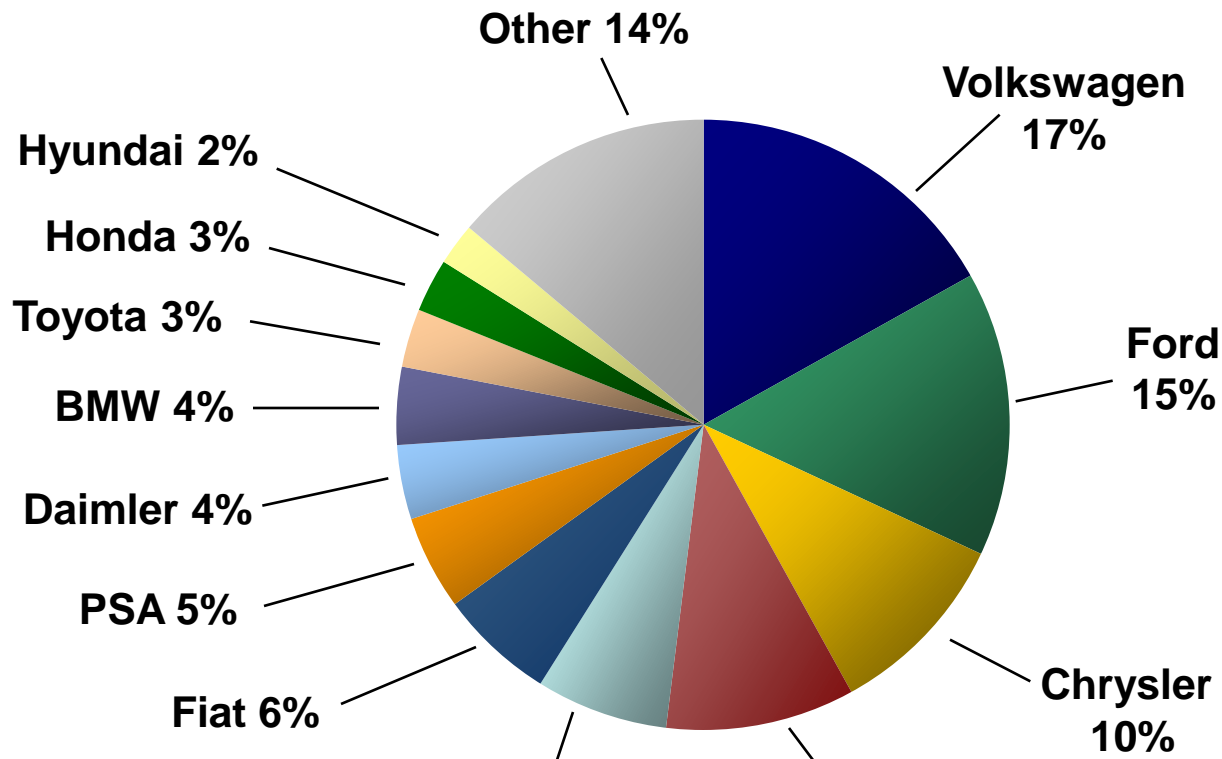
TRW Automotive - Profile

- **Headquartered in Livonia, Michigan**
- **66,000+ employees worldwide**
- **More than 200 facilities in 27 countries**
- **Serves all major OEM vehicle manufacturers worldwide and their suppliers**
- **Leading developer and supplier of active and passive safety systems**
- **Key products:**
 - Braking Systems
 - Steering & Suspension Systems
 - Commercial Steering Systems
 - Inflatable Restraint Systems
 - Steering Wheel Systems
 - Seat Belt Systems
 - Safety Electronics
 - Integrated Safety Systems
 - RF Products
 - Tire Pressure Monitoring
 - Security Electronics
 - Engine Components
 - Engineered Fasteners & Components
 - Body Control Systems
 - Aftermarket Operations



TRW Automotive Worldwide Sales

2007 Sales by Customer - \$14.7 Billion



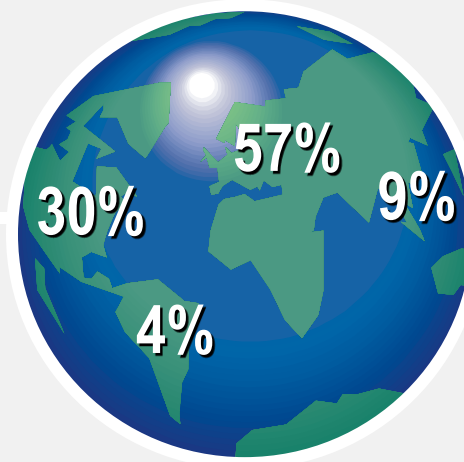
Supporting Customers Globally

North America

- 2007 Sales of \$4.4B
- 38 Mfg. facilities⁽¹⁾
- 6 Technical Centers
- 21,600 employees
- 3 Joint Ventures⁽¹⁾
- All products and aftermarket

Europe

- 2007 Sales of \$8.4B
- 75 Mfg. Facilities⁽¹⁾
- 10 Technical Centers
- 35,100 Employees
- 4 Joint Ventures⁽¹⁾
- All products and aftermarket



ROW⁽²⁾

- 2007 Sales \$0.6B
- 8 Mfg. Facilities⁽¹⁾
- 1 Technical Center
- 4,700 Employees
- 3 Joint Ventures⁽¹⁾
- Chassis and aftermarket

Asia-Pacific

- 2007 Sales of \$1.3B
- 21 Mfg. Facilities⁽¹⁾
- 3 Technical Centers
- 4,900 Employees
- 15 Joint Ventures⁽¹⁾
- All products and aftermarket

TRW OPERATIONS COVER EVERY MAJOR VEHICLE PRODUCING REGION AND ARE GROWING AT A PACE THAT MATCHES THE FUTURE NEEDS OF OUR CUSTOMERS

(1) Manufacturing facilities includes majority-owned joint-venture facilities (as of December 31, 2007); excludes sales offices & R&D labs.

(2) Primarily South America

Active and Passive Safety

Airbags

- Driver & Passenger Airbags
- Self Adapting Vent
- Active Venting
- Low Risk Deployment
- Knee & Side Airbags
- Curtain/Rollover Airbags

Seat Belt Systems

- Active Control Retractor
- Seat Belt Retractors
- Load Limiters
- Buckle Pretensioners
- Active Buckle Lifter

Steering Systems

- Speed Proportional Steering
- Electrically Powered Hydraulic Steering
- Electrically Powered Steering Column Drive
- Electrically Powered Steering Rack Drive
- Active Steering

Safety Electronics

- ECU and Remote Sensors
- Vision System
- Pedestrian Protection
- Weight Sensing System

Driver Assist Systems

- Adaptive Cruise Control
- Lane Guide Systems
- Collision Warning

Steering Wheel Systems

- Touch Sensor in Steering Wheel Rim
- Vibrating Steering Wheel
- Illumination Technology
- Contactless Horn System
- Path-free use of Horn
- Steering Wheel with Integrated Microphone
- Electrical Connections
- Fixed Driver Airbag Module

EnTire Solution

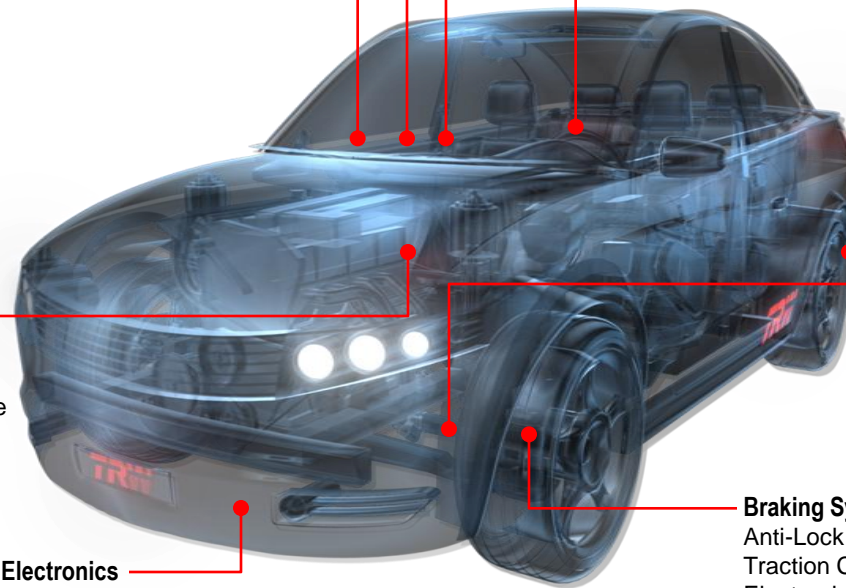
- Direct Tire Pressure Monitoring
- Products from JV with Michelin

Linkage & Suspension Systems

- Active Dynamic Control
- Control Arms
- Ball Joints
- Stabilizer Links
- Tie Rods
- Modules

Braking Systems

- Anti-Lock Braking (ABS)
- Traction Control
- Electronic Stability Control (ESC)
- Slip Control Boost
- Electric Park Brake
- Integrated Park Brake
- Calipers
- Actuation



Working Challenges

- Culture
- Language
- Time
- Process

Working Challenges

- Culture



Culture



UK

Relaxed



THAILAND

Rude

Culture

Directness of Communication / Expressing Emotions

Asian Culture

- Saving face is important
- Expresses appreciation less directly
- Important that communications are honest
- Care about other persons feeling so communicate more softly
- More written communications
- Takes feedback more personally, so communicate more implicitly
- Avoid confrontation with managers; managers should be respected

Western Culture

- More direct communication may appear disrespectful
- Express appreciation more directly
- Honesty is very important, too. (May use "preambles")
- "Sorry about this bad news, but..."
- More verbal, electronic communications
- "Business is business" attitude so expresses things explicitly
- Managers often appreciate feedback that challenges their position.

Culture

- **Culture is a two way thing. Don't forget what's a strange situation for you may be even stranger for the other person**
- **Do some research. It's not hard you can learn quite a lot about another country from Travel guides and the internet.**
- **Learn some simple phrases even if it's only the equivalent of "another beer please" not only will it make your life easier it will also show a willingness to fit in.**
- **Look up the local news or sport. For instance you can't go wrong if you can discuss cricket in India**
- **Experience the local culture when you are travelling don't lock yourself away in your hotel. It is noticed and appreciated**

Culture and Security

- **There are some noticeable differences in the approach to IPR in certain countries.**
- **We are all aware of the issues of pirate goods in Asia. Why is this so?**
- **What does this mean for the enterprise?**
- **What can we do to minimise the effects on the enterprise?**

Working Challenges

- Culture
- Language

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너를 감사하십시요

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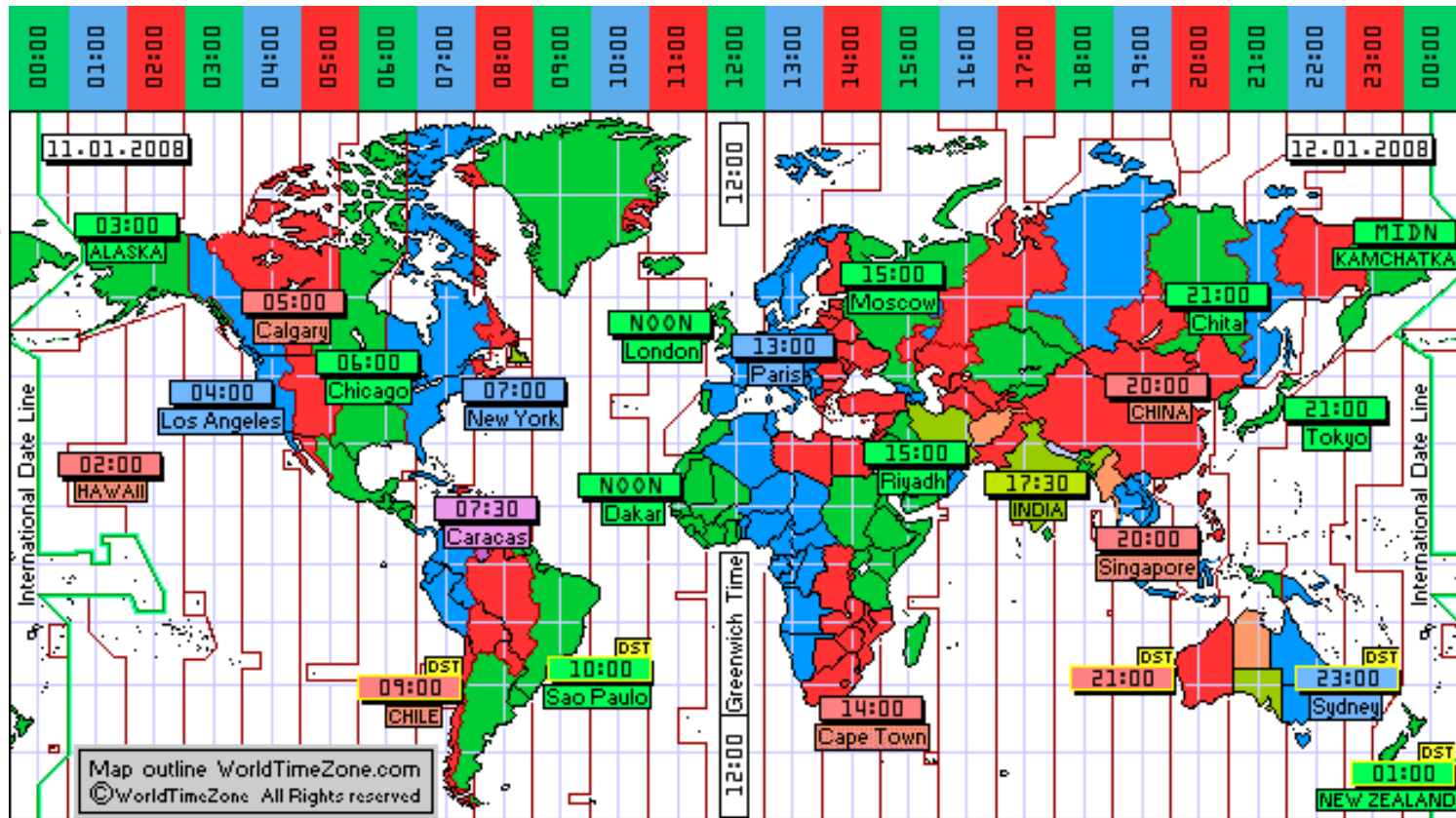
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Language

- **Generally speaking native English speaking people are not good with other languages. We expect everybody to understand us! You may think somebody from Shanghai's English is poor but it's probably a lot better than your Mandarin!!!**
- **Don't assume that because somebody is slow understanding that they are stupid. Try reading a technical manual written in Japanese and see how quick you are!**
- **Don't use Byzantine, esoteric, recondite or labyrinthine explanations. Keep it plain and simple and there will be less misunderstandings**
- **Use IM or email it can actually work better than a conversation.**
- **Use a whiteboard**

Working Challenges

- Culture
- Language
- Time



Time

“The challenge is not to manage time, but to manage ourselves.”

Steven Covey

“We must use time as a tool, not as a crutch.”

John F Kennedy

“The bad news is time flies. The good news is you're the pilot.”

Michael Althsuler

Time

GMT	0:00	1:00	2:00	3:00	4:00	5:00	6:00	7:00	8:00	9:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00	
Required coverage	[Red]																								
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China	[Cyan]																	[Cyan]	[Cyan]	[Cyan]	[Cyan]	[Cyan]	[Cyan]	[Cyan]	[Cyan]
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If You assume a 5 day week active support starts at 8:00 am Monday in Japan and finishes at 6:00 pm on Friday in Arizona.

The actual total is 6 full days and one hour.

This does not take into account weekend working or difference in holidays. End result is support is 24 x 365!!



Time

- The biggest single complaint about global working is the time difference. “We can’t get support from Asia because they do not work the same hours as us” – “How can I effectively work when we are not in the office at the same time” - “I never know what time it is because of daylight savings changes”
- The first real outsourcing in India used the time difference not as a barrier but as an enabler!!!
- If you use time wisely it can work very well BUT....
- **You need to move up the maturity ladder and move away from reactive support to proactive support.**
- The only real losers in the time stakes are people who work in AP so have some sympathy for them

Working Challenges

- Culture
- Language
- Time
- Process



Process

- This is the single biggest barrier to effective global working. If you don't have robust processes you are doomed.
- Your process needs to take into account – Cultural differences, language challenges and must be capable of working over multiple time zones

What a surprise!!!

- A well implemented follow the sun support model is the most effective one you can have with the maximum outcome for the minimum effort.
- Very few people have really mastered this yet

Conclusions

I would not want to work in anything other than a multinational multicultural organisation. It is the most challenging and rewarding environment there is.

Thank you

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TRW Automotive

The Global Leader in Automotive Safety Systems



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