

STORIES FROM THE WORLD OF THE VOLVO GROUP

# Volvo Group magazine 1.2018

## DELIVERING ON OUR PROMISE

SKILLED TECHNICIANS  
– A KEY TO GROWTH AND SUCCESS

*“There is a lot of  
scope to develop and  
improve yourself.”*

RICHIE BARLOW, TECHNICIAN IN THE UK

# Let's deliver on our customers' expectations – together!

**T**HE WORLD IS full of words which found their way from one language to global usage, like the French “souvenir”, the German “kindergarten” and a Swedish magical word, “fika”. Fika means having a coffee break, but, more importantly, it is about doing it together.

Successful collaboration is the result when we together have the will to deliver on our customers' expectations. And we do! Just reflect on all the fantastic launches in the last year or so. Thanks to our products, services and the amazing work done by our sales colleagues around the world, we have full order books. It is the best evidence of our customers' trust in us and our ability to deliver on our promises.

However, we can lose this trust over night. Take, for example, the challenges we have been facing in our supply chain. Along with order books pushed to record levels came capacity issues and a stretched supply chain, resulting in delayed deliveries to customers. Getting it right the first time is more important than ever and the challenge can only be handled with all hands on deck. The way to assure on-time delivery to our customers has been to work together, cross-functionally and in great collaboration with our suppliers and business partners.

Colleagues have put their hearts and dedication into this, having worked day and night and volunteered to support way beyond the scope of their responsibility. Showing accountability not only makes us grow as a team

but also as a company. This is how collaboration creates real value for our company and our customers.

We should not forget our suppliers and partners in the supply chain, who show their commitment to safeguard deliveries every day. Professional partnerships are based on mutual trust. When we lose, our suppliers lose. When we win, we win together!

I could mention so many more examples of great teamwork that I have witnessed. We will continue to reinforce our performance through even more proactive and closer cooperation. Because one thing is for sure, the high volatility of the commercial vehicle market is constant. And this constant change can only be efficiently managed by our flexibility – with extraordinary results if we do it together.

Let's continue our great journey in 2018 to deliver on our customer's expectations – and let's start by having a fika!

**ANDREA FUDER**  
EXECUTIVE VICE  
PRESIDENT  
GROUP TRUCKS  
PURCHASING



Starting in this issue, members of the Executive Board will take turns writing the editorial.





20

## People behind the scenes

Meet three Volvo Group employees with different roles, and find out what motivate them both at work and at home.

28

### New additions to the Volvo Group family

In 2017, a host of new products were launched by the Volvo Group business areas. Here are some of the highlights.

32

### Opening the way for a diesel-free future

Spanish transporters Transnugon were among the first to test drive the new gas powered Volvo FH LNG.

42

### Why technicians are so important

Roger Alm, President Volvo Trucks Europe, foresees great potential in the service business.

58

### Engineering: not just for boys

In order to attract more women to engineering, GTT in Bangalore recently held a special event for students.

20

28



32



42



58



#### ALWAYS INSIDE

4 START

62 INSIGHTS

68 QUIZ

## Celebrating our everyday heroes

**MY YOUNGEST SON** is about to choose direction in his secondary education. Catalogues and student fairs describe all the different programmes and options available. He is 15 and not sure what he wants to do in 5–10 years' time. I am trying to explain which talents the industry is looking for but realize that what I say now might not be true when he starts his career. Things are developing at such speed. The only thing we can be sure of is that it will involve computers and digital assignments no matter what job it will be.

In this issue of Volvo Group Magazine, we highlight some jobs that are core to a transport solutions provider; purchasing experts, operators, material handlers, drivers and service technicians. Without dedicated people in these areas there wouldn't be any products and services offered to our customers, so these colleagues are truly our everyday heroes!

It has been an honour and privilege to produce and develop Volvo Group Magazine for more than three years now. There has never been a lack of stories to tell or interesting people to interview. But now it's time for me to say thank you and good bye as I will move on to another role within the Volvo Group. I wish every success to the new Editor and look forward to continuing to take part in the stories in the future, as a devoted reader.



ANN-MARI ROBINSON,  
EDITOR-IN-CHIEF



PHOTO: GTO

**TRUCKS ARE MADE** by people. This was highlighted by GTO Curitiba employees who formed a Globetrotter cab to celebrate their 20th anniversary as a cab plant.



Claes Nilsson, President Volvo Trucks, formally opens the new Volvo Trucks global headquarters in Gothenburg, Sweden.

## Grand opening of Volvo Trucks' new HQ

**VOLVO TRUCKS NOW HAS** a new global headquarters, which was officially opened last November. The newly refurbished building is located in Lundby, Gothenburg, just a short distance from where the first Volvo truck rolled out back in 1928. The intention behind having one common headquarters is to facilitate collaboration and strengthen synergies between all the different roles within Volvo Trucks. It will also help strengthen brand identity and reinforce the brand's premium image.

## New Volvo 7900 Electric bus extends range and options



PHOTO: VOLVO BUSES

Volvo Buses has launched a new version of its all-electric bus, the Volvo 7900 Electric. With significantly extended range and more charging options, this new bus offers operators even greater flexibility. Battery capacity is available with a choice of 150, 200 and 250 kWh. This means that the bus can run far longer between charges, allowing it to be utilised more efficiently throughout the day.





PHOTO: MANON GRANDCOLAS

José Antonio Bartolomé has been a Volvo Trucks' customer for 20 years and was a guest for the start of the Volvo Ocean Race.

## From the start line

**VOLVO GROUP MAGAZINE** caught up with José Antonio Bartolomé, General Manager of transport company SATA in Spain, during the start of the Volvo Ocean Race in Alicante.

**How long have you been a Volvo Trucks customer?**

"I've been working with Volvo Trucks for 20 years. I have 53 trucks, 45 of them are Volvos. I use my trucks for 10-12 years so they have to be strong and reliable. This is what I like about Volvo trucks. My drivers like them too – they find them more powerful and reactive than other brands."

**Which area is most important when it comes to innovation?**

"I see that connectivity could improve my business a lot in terms of security and the repair process in my workshops. Digitalisation is another key area. There is a lot of paperwork involved in transport."

**How do you feel about sustainability?**

"Reducing our footprint is something I work on every day. Since 2008, we've reduced our fuel consumption dramatically, from 35 litres per 100km down to 31 litres. This saves a lot of money and contributes to a cleaner planet."

CÉLINE GREUZARD

## Volvo Trucks wins 'Sustainable Truck of the Year 2018'

**VOLVO TRUCKS' NATURAL** gas and biogas trucks have been awarded 'Sustainable Truck of the Year 2018' in Italy. The new Volvo FH LNG, which was introduced in Europe last autumn, won first prize in the tractor category.

"With the launch of the new LNG range (...) Volvo is definitely raising the

level of natural gas-powered trucks," wrote the jury in its assessment. The award is arranged by truck magazine *Vado e Torno* and Italian university Politecnico di Milano.



# 10

**TEN YEARS AGO**, the GTO Ghent plant became the first CO<sub>2</sub>-neutral automotive factory in the world and the first company in Belgium. Since then, this has saved more than 700,000 tones of CO<sub>2</sub> emissions. This success is based on both saving energy and using only sustainable and renewable energy. In 2013, Volvo CE Braås in Sweden became the first carbon-neutral construction equipment plant in the world.

**HONG KONG BASED** yacht-builder Cheoy Lee has chosen Volvo Penta's highest performance unit, D13-IPS1050, for its Bravo 72 vessel, which was unveiled in 2017. Meanwhile, prestigious Italian ship-builder Amer Yachts is powering its latest Amer 94 model with the Volvo Penta D13-IPS1350.



PHOTO: VOLVO PENTA



PHOTO: VOLVO TRUCKS POLAND

Some of the 400 Polish truck drivers who recently participated in Volvo Trucks' Professional Drivers campaign.

## Supporting truck drivers in Poland

**PROFESSIONAL DRIVERS** IS a nationwide campaign in Poland that aims to improve the skills of drivers. Some 400 candidates took part in 2017, thanks to financial support from the Volvo Group's seasonal gift.

A shortage of professional drivers is one of the greatest concerns in today's transport market, with the industry

needing some 30,000 new drivers every year.

"I got a driving licence in January 2017 and submitted my application for Professional Drivers immediately. The training clarified many things for me, I learned what economical or defensive driving means," says Tomasz Dabrowski, one of the participating drivers.

## Governmental Sales stays in the Group

**VOLVO GROUP GOVERNMENTAL** Sales will remain in the Volvo Group. A divestment process was initiated late in

2016, but it has been discontinued as the offers received did not reflect the value of the business.



### HELLO...

... **Mark Urmos**, Content Marketing Manager, Mack Trucks

**You played a key role in the launch of the Mack Anthem. Tell us about it!**

"My role was to tell a multi-channel story from the initial tease to the launch. We ran a three-month tease campaign and worked hard to find an artist that shared the same values and had a genuine connection to the brand. Steve Moakler wrote an outstanding song *Born Ready* and I was tasked with the creative direction and editing of a music video. It was really inspiring to put this piece together. We were able to create a real connection through music."

**What was important to consider?**

"This truck represents a major milestone for Mack. In working on the campaign, I talked to designers, engineers, product offer representatives and executives to unearth the stories conveying the significance of this new product. In line with how we're positioning the brand today, it is bold and strong looking, yet still very aerodynamic."

**What reactions have you had?**

"We had a great launch in Allentown. It was awesome to see it all come together and feel the emotion that this great brand brings out in people. Everyone loves the new truck. They love the song. It's been so rewarding – and fun – to be a part of something where you can tell a story about a product and create an emotional connection through that storytelling."

**What's your own thought about the truck?**

"I love it! It really is a bad-ass truck."

ANN-MARI ROBINSON





**VFS CANADA** has been named a 'Best Workplace in Financial Services & Insurance' in Canada. The award was based on VFS Canada's overall Great Place to Work Trust Index scores.

## No.1 in investor relations

ACCORDING TO the IR Nordic Markets 2017 survey, the Volvo Group is ranked as the best company in financial communication and investor relations in Sweden. The survey comprises 100 companies registered on Nasdaq in Stockholm, Sweden.



PHOTO: BILDUPPDRAGET

French President, Emmanuel Macron, and Swedish Prime Minister, Stefan Löfven, enjoy a ride on a Volvo electric bus during the EU summit in Gothenburg last November.

## EU leaders visit Volvo Group HQ

**THE PRESIDENT** of France, Emmanuel Macron, and the Prime Minister of Sweden, Stefan Löfven, visited Volvo Group Headquarters in conjunction with the

EU summit last November. CEO Martin Lundstedt presented the Volvo Group and the latest innovations in the fields of automation, connectivity and electromobility.

## Optifuel Challenge global final celebrates fuel-efficient driving

**PLAMEN IVANOV**, DRIVER and manager of the Bulgarian company Sunny Co, became the best eco-driver in the Renault Trucks Optifuel Challenge international final 2017. He won a Renault Trucks T480 Optifuel, expanding his 23-vehicle fleet, which is made up exclusively of Renault Trucks vehicles.

"I'm thrilled to have won a Renault Trucks T, since I think it is the best truck ever!" says Plamen Ivanov.

He took the competition very seriously, using all available solutions to monitor and improve his driving performance every



PHOTO: RENAULT TRUCKS

weekend. After receiving eco-driving training from Renault Trucks Bulgaria, Plamen Ivanov now trains his own company's drivers.

The Optifuel Challenge final 2017 involved drivers from 29 countries.



**THE VOLVO GROUP BOARD** arriving at the Volvo Group Thailand office as part of their Asia tour in October 2017. The Board met Group Trucks Asia & JVs management to affirm its long-term commitment to Asia. The visit also included a test drive of UD Trucks' products the Quester, Croner and Kuzer.



Gunther Van Nevel, Technical Analyst, and Valentyna Verheecke, Technical Support Engineer, run some software tests from their office in Ghent, Belgium.





# Connecting the dots

Last year, a truck monitoring team based in Ghent ran a hugely successful trial using connectivity to prevent unplanned stops. Now, they are attempting to automate the process, and if successful, it will lead to a significant improvement in customer uptime.

TEXT NIC TOWNSEND PHOTO SIMON VAN BOXTEL

**W**HEN THE NEW Volvo FH was launched in 2012, it gave Volvo Trucks the ability to collect data from its vehicles for the purposes of research and development and to create improved services and customer value. After implementing a new cross-functional way of working, new initiatives are now starting to unlock the full potential of connectivity.

One successful trial was carried out by the Truck Monitoring team in Ghent, Belgium, last year and involved 660 trucks in Germany. Using data generated by the Volvo Action Service call centre – which handles around 160,000 customer calls every year – the team was soon able to detect certain unplanned stops before they occurred with very high accuracy.

“We started by researching the data, looking at what happens to a truck before an unplanned stop and looking for patterns,” says Pieter Heyndrickx, Director Technical



*“Once we identified a pattern, we could start looking for patterns in other trucks.”*

PIETER HEYNDRICKX, VOLVO TRUCKS

& Connected Services Support, Volvo Trucks. “Once we identified a pattern, we could start looking for these patterns in other trucks and then alert customers so they could come into the workshop before an unplanned stop occurred.”

**OVERALL, MANY UNPLANNED** stops were avoided and, in the final four months of the pilot, not one unplanned stop was registered on the monitored components. Now this truck monitoring service is being offered to Gold contract customers in Germany and the Benelux region.

The next challenge for the Truck Monitoring team is to automate the system so that it can be upscaled from the 660 trucks that participated in the pilot, into a service that can be offered to the estimated 400,000 connected vehicles currently out on the road globally. The short-term objective is to be able to monitor 23,000 trucks by the second quarter of 2018.


The cross-functional team, involving support from Connected Solutions, Group IT and GTT, is using computer modelling to identify patterns

in vehicle behaviour, so that the machines themselves are able to predict potential issues with high probability.

“Essentially, we want the vehicle to be checking the same parameters as our technical team here in Ghent currently do and then alert the dealership when a potential failure is imminent,” explains Pieter Heyndrickx. “This will allow us to scale up unplanned stop prevention from hundreds of trucks, to tens of thousands of trucks.”

**EVENTUALLY, IF CONNECTIVITY** can be developed to its full potential (while respecting customers’ privacy), it should be possible for vehicles not only to self-identify potential issues, but also to automatically perform preventive measures, such as downloading software, taking out power or reducing pressure.

If perfected, the ramifications for customer uptime are huge and will take Volvo Trucks a big step forward towards its ambition of providing 100 per cent uptime. ☺



Analysing data from previous unplanned stops helps the Truck Monitoring team detect issues before they occur.





The Truck Monitoring Flock meet up once a month. From left to right: Max Kulinich, Data Scientist, Carl Fredrik Mannerfelt, Application Engineering Leader, Tiago Silva, Technical Analyst, Régis Bernasconi, IT Analyst, Hakim Ameri, Data Analyst, and Alexandre Arroyo, IT Analyst

# Flocks and Swarms: the new way of working

One of the key success factors behind the truck monitoring trial is a new cross-functional way of working. It is also enabling rapid progress in other areas of connectivity.

**WORKING WITH CONNECTIVITY** and automation involves navigating through a complex web of new technology and masses of data.

“One of the key differences in this new era of connectivity is that, if things are to work, then everything needs to fit together perfectly,” explains Markus Efraimsson, Vice President Uptime, Volvo Trucks.

With so many different functions and organisations involved, good cross-functional cooperation and clear communication is key. To help facilitate this, a new set-up was put in place two years ago, starting with



Markus Efraimsson

Solutions, Volvo Trucks and different sections of GTT.

**THE SWARM HELPS** set the right direction and priorities and allocates resources and support. In addition, three Flock groups meet face to face twice a week, each dedicated to a key

activity: truck monitoring, remote software download and data quality. This is essentially a steering committee made up of representatives from Group IT, Connected

activity: truck monitoring, remote software download and data quality.

“This way, we meet people we’d normally only email and we get a better idea of what they do,” says Markus Efraimsson. “Sometimes in a single meeting, we can find a fault, identify the root cause and identify the solutions. Earlier, it might take us several months before we could even find the root cause.”

**SINCE SETTING UP** the Swarms and Flocks, huge progress has been made in each of the key activity areas.

In addition to the Truck Monitoring service, a service that enables new software to be downloaded remotely without visiting a workshop is being rolled out, while data quality has also improved.

Markus Efraimsson believes the new set-up has made these successes possible. “It’s about changing mind-set. Instead of asking ‘why did we fail, what did you do wrong’, we say ‘we have a problem – how should we fix it? Let’s work together to find a solution’.”



Matilda Hellnersson is one of the 24 members of the team at Segment 3 in Umeå. After five cabs, all the operators switch stations and tasks.





# The freedom to develop

The Group Trucks Operations cab plant in Umeå is testing new working methods. Through the initiative known as Future Industrial Worker, important steps are taken towards creating more autonomous teams and a learning organisation.

TEXT LINDA SWANBERG PHOTO ERIK ABEL

*“By working in this way, we have a chance to influence the problems we have.”*

ANNA SOLANDER, TEAM LEADER

**S**EGMENT 3 IS located at the heart of production at the cab plant in Umeå. In 139 seconds, the operators fit the doors, front, hinges and luggage compartment hatch on the cabs that pass along the line. Following a quality inspection, the cabs are sent to the paintshop.

Just like other plants, a large part of the work in Umeå is automated and, when there are problems with the technology, everything comes to a halt. Right now, the line is stationary and the figures on the screen are red. Anna Solander is the team leader on the first shift and she is responsible for calling the support function when maintenance is needed.

“It’s exactly this kind of problem we are hoping the new working method will reduce in the future,” she says.

For the past few months, Anna Solander and the other members of the team at Segment 3

have been taking part in a pilot scheme related to the industrial worker of the future. This initiative is part of the GTO programme, designed to tackle the opportunities and challenges when it comes to new technology, skills, leadership and engaged teams. One important factor is raising the level of skills among employees, thereby making the teams more autonomous.

“We could have solved many of the problems we encounter on the line ourselves, but we’re dependent on different support functions, which takes up a great deal of time,” explains Anna Solander.

### FUTURE INDUSTRIAL WORKER

- The initiative aims to develop the role and skills of industrial workers. It started as a common valuation between the Group and the IF Metall (metalworkers’ union) and is being run within GTO.
- In 2017, pilot schemes began in different production environments in Tuve, Skövde and Umeå in Sweden.
- The hypothesis is that autonomous teams with coaching leadership are an important prerequisite for flexibility and a learning organisation in the future.



Anna Solander is the team leader for the first shift. It is her role to coach the team and make sure that work on the line flows smoothly.



Matilda Hellnersson, Niccolina Lundmark Hällsten and Anton Enholm play cards on one of their breaks.





Ali Abdul Mumuni and the other operators at Segment 3 fit the luggage compartment hatches, the front sections, the doors and hinges to the truck cabs that are produced at the plant in Umeå.



Inge Johansson has been working at the plant in Umeå for 48 years. He looks forward to taking part in the pilot scheme. "The initiative will increase the work content and give us the possibility to affect our work," he says.

## COLLABORATION WITH UNIONS

The pilot schemes are being run in close collaboration with the relevant trade unions. Jan-Olov Carlsson, chairman of the IF Metall union at the Umeå plant, is a member of the programme team.

Future industrial worker is completely in line with the questions the union is driving. "Increasing the work content for the people working in direct production is essential in order to create engagement. Autonomous teams enable our union members to take responsibility and give them the opportunity to develop themselves, their workplace and the product. This will generate enormous potential," he says.





As team leaders for their shifts, Anna Solander and Daniel Häggström play important roles in the work of making the team more independent. They coach the team and make sure that everyone is helped to develop the necessary skills.

The Future Industrial Worker pilot scheme is based on a learning process and the employees decide how the work is done. So far in Umeå, the team has focused on identifying the issues on the line and the areas that need to be prioritised. As far as Segment 3 is concerned, it is primarily a question of improving the level of skills when it comes to resetting the line and enabling the team to service hand-held machines and fixtures themselves.

“It feels really exciting to be part of all this. Everyone’s involved in the work and it boosts the whole group. By working in this way, we have a chance to influence the problems we have and we can improve the way the work flows every day,” says Anna Solander.

*“New ideas keep popping up the whole time and I can’t see any limitations to the progress we can make.”*

FREDRIK NEJONBÄCK, PRODUCTION LEADER

One of the greatest challenges is that the pilot scheme is going to be run while production continues as usual. The spread of knowledge and coaching leadership are therefore important cornerstones. As the first stage, Anna Solander and the team leader on the corresponding shift, Daniel Häggström, are going to accompany the support functions to learn how to reset the line.

“It will then be up to us to ensure that the appropriate knowledge is passed on to everyone in the group. Taking greater responsibility and feeling that you are making a contribution makes the job more enjoyable. At the same time, it gives the support functions the time and opportunity to find the root causes of problems and enables them to adopt a more long-term approach. It’s a huge win-win situation for everyone,” says Daniel Häggström.

Fredrik Nejonbäck is the production leader and head of the team at Segment 3. He is also convinced that raising the skills level and making the teams more independent will generate huge benefits.

“As a result of our work on teamwork and so-called mission operators, we had already begun this journey. We now have the chance to take the next step.”

**THE FACT THAT** the initiative is a pilot scheme and not a project makes it particularly exciting, according to Fredrik Nejonbäck.

“We have no deadlines and no one tells us what to do. We are in the midst of a learning process which will help us determine how we are going to work. It’s my role to be a coaching leader and make sure that everyone feels involved. New ideas keep popping up the whole



The GTO cab plant in Umeå produces cabs for the Volvo FH, Volvo FM and Volvo FMX, as well as specially adapted cabs. Oscar Mehler works as a mission operator.



**Fredrik Nejonbäck**

time and I can't see any limitations to the progress we can make."

One important part of Fredrik Nejonbäck's work has been spreading information and establishing the pilot scheme in other parts of the plant. If this is to function, everyone has to be involved

and prepared to collaborate.

"We have received fantastic support. I think everyone feels that autonomous teams are the future and a way for us to advance. Developments are taking place at lightning speed and new technology to which we have to adapt is constantly being introduced. So investing in enhancing our employees' skills is the right way forward." ☉

## ***Oscar Mehler***

MISSION OPERATOR SAFETY AND TECHNOLOGY

"I have been working here for eight years and I am now a mission operator. This means that I have extra responsibility when it comes to safety and technology. I have spent a lot of time thinking about what it will be like to work in the industry in the future. It is fun to be involved and it's important to feel that your views and opinions are heard and that they mean something.

"What attracts me most is the opportunities it offers to improve team spirit, together with the chance to develop skills and learn new things. It all makes working much more enjoyable.

"Making teams more autonomous is also an important part of quality. By reducing the load on the support functions and cutting stoppages, we can keep costs down and deliver cabs at the right time. I think we have already taken some important steps and positive things are starting to happen."



JAN OHLSSON, EVP GROUP TRUCKS OPERATIONS

# *“The keyword is change”*

What will the plant of the future look like? New technology is bringing new challenges but first and foremost, it is creating new opportunities.

TEXT LOTTA BÄVMAN PHOTO ROBIN ARON OLSSON

### GTO 2.0

► Future industrial worker is part of GTO 2.0, a framework that drives the industrial transformation towards the future. It defines the wanted position on both technological and human aspects.

**A**CCORDING TO JAN Ohlsson, EVP Group Trucks Operations, the keyword is change. “There is only one way to go. We must drive development through self-learning and having involved teams. We are making both the journey and the choices together,” he says.

As the Volvo Group’s largest industrial unit, Group Trucks Operations (GTO) is running the Group’s initiative relating to the industrial employees of the future. At the plants in Umeå, Skövde and Tuve in Sweden, local teams are testing the concept using what are known as autonomous teams. The starting point is new technology with its three cornerstones of electromobility, connectivity and automation.

### What does this mean for the industrial workplace and future industrial employees and leaders?

“I believe in modern technology and in challenging future working teams and leadership. In the future, I envisage less hierarchy and more independent, cross-functional teams that govern their own work, when it comes to planning, maintenance and improvements, but also through projects initiated by specific questions or product launches based on skills and expertise. The teams make their own decisions, while the managers take on more of a coaching role,” explains Jan Ohlsson.

Jan Ohlsson says hello to Shazad Ali, Max Samuelsson and Alexander Zetterberg at a visit at the plant in Tuve, Gothenburg.

There are many questions that need to be answered, such as how the work should be organised and the skills and leadership that are needed. Jan Ohlsson stresses the importance of a learning organisation based on VPS and continuous improvement.

“I can see nothing but opportunities. We will look for the answers together, be curious, test, look at things from every conceivable angle and learn from one another. At the same time, we are going to work with external partners, start-ups or clusters of industrial skills,” he says.





### **So robots are not going to take over?**

“We can make use of developed robot technology, not least to improve ergonomics and safety in the workplace. Generally speaking, technology is going to develop our work and enable new and improved solutions. We shall, for example, have far more basic data which can be converted into useful facts and lead to better decisions.”

It goes without saying that the new technology is imposing new and perhaps different demands on both individual and collective skills. Jan

Ohlsson compares this with what is happening in society in general.

“Think about the way we do our banking, buy cinema tickets or book trips. So much has changed and that’s only natural. The same developments that are accelerating at an individual level are now going to be incorporated in new working methods.

“Sitting still is not an alternative. If we want to be competitive and meet our customers in the future, we have to be world leaders in industrial technology and production.” ©





# ACTS OF PASSION

The Volvo Group is made up of a myriad mix of unique individuals, each with their own interests, motivations, and life stories. Meet three employees, who for all their differences share the same passion for their job.

*“At one time I had close to 1800 pieces”*

**Terry Hock's** most prized items in his collection are replicas of a Ford and a John Deere tractor. “These are the first two tractors I learnt to drive when I was 12, so I want to hang onto them – even if they’re not worth more than my other models.”



*“I like to spend time at the park”*

**Patrícia Costa** lives an active life, going to the gym every day after work and spending time at her local park on weekends. “The park is very beautiful, just perfect for a good walk or ride on the bike. And a great place to barbecue with friends and family!”

*“Practising archery sharpens my focus”*

**Silvia Costantini** took up archery a year ago. “It’s like magic, you forget about everything else. Archery has sharpened my focus, which is of course also a useful skill when I prepare orders at work.”





*"It's like having Christmas every day – I keep preparing packages!"*

SILVIA COSTANTINI, WAREHOUSE OPERATOR

# Brainstorming new ideas

If Silvia Costantini were CEO for a day, she would start an international exchange programme for employees.

**D**AYS AT THE Distribution Center outside Bologna can be quite hectic. From here 14 employees serve customers all over Italy with spare parts for Volvo Penta, Volvo Construction Equipment, Renault Trucks and Volvo Trucks. But Silvia Costantini enjoys all the contact she has with suppliers and workshops.

"I also love our building for its beautiful windows that let in lots of light and that everything is organised in a 'Swedish' way, with attention to the needs of employees."

#### What are the main challenges in your job?

"My main challenge is to pick and pack the material the right way and send it on time. Every day, we receive up to 1500 'order lines' which should be shipped in the evening because the customer expects to have the goods by 9am the next day."

#### How does new technology impact your job?

"In a good way! For example, we used to check items by ticking them off on a list with a pen – now we have small pocket PCs that tell us where we scan the part code. New technologies help us speed up and optimise our job. But it shouldn't be done in

a way that is negative for people, so that we become subordinate to the machines."

#### What do you like most about your job?

"It's like having Christmas every day – I keep preparing packages!"

#### Which of the Volvo Group's values means the most to you?

"For me, it's passion! In our team, we always brainstorm to come up with new ideas for better solutions and then we share them with other colleagues, sometimes even in other parts of the Volvo Group."

#### If you were the Volvo Group CEO for one day, what would you do?

"I would identify the best people within the distribution center and let them get in contact with other Volvo Group entities in Europe to learn from others. I see a risk in always being around the same people, without a chance to make comparisons with other places. It would be nice to see how they work in Spain, Sweden or other places. I would let the best people circulate, so that they could influence each other."

#### What do you do when you're not working?

"A year ago, I started target archery, which is fun and sharpens my focus. That's of course also a useful skill at work when I prepare orders. I am also very involved in the Volvo Friend's Project that we have here at the distribution center to support young girls in India so that they can go to school." ☺

RAIMONDO SANTUCCI

#### SILVIA COSTANTINI

**Age:** 37

**Profession:** Operator at Distribution Center

**Lives:** In Anzola dell' Emilia near Bologna, Italy

**Family:** Father and grandparents

**Years at the Volvo Group:** 11





# Decades of experience

Terry Hock was born and raised in Shippensburg, right next to the Volvo CE plant, where he has worked for over 30 years.

**D**URING THIS TIME, he has taken on different roles and seen many changes, but some things have been the same. “It has always been a good place to work, with a lot of great people. From top management to the plant floor – all good people.”

#### What are the main challenges in your job?

“Being able to meet my rates every day and being safe about it too – that is the key. We want to give the assembly department a real good product. We do what we can to meet our goals. It is also important to do it right and make it right the first time.”

#### Which impact do new technologies have on your job?

“We’ve gone from moving everything by hand to an automated line overhead. It’s a lot better today than it was years ago. Before, we were moving so much stuff all the time, from one place to the next, now everything is automated and overhead. It’s really nice.”

#### What do you like most about your job?

“The people I work with – they’re a good group. Everyone is friendly and helps each other out. The manager often comes around, shakes everyone’s hand and lets them know what a good job they’re doing. Safety is also very important, and management is always making sure we look after ourselves when we work.”

#### Which of the values means the most to you?

“Customer success. That’s where it all starts. If you provide a quality product, sales will go up and the customer will come back for your product.”

#### What do you do when you’re not working?

“I collect toy farm tractors. I grew up right behind the plant, beside a dairy farm. As a young teen, I could drive their tractors, so I took an interest in collecting toy models. At one time, I had close to 1,800 pieces, but my wife and I decided they were taking up too much room. So now I’m downsizing and I’m selling more than I’m buying.

“I still enjoy going out to public auctions and farm shows. You meet a lot of different people who also collect this stuff. And me and my wife like to go to antique shows and flea markets just to look around.”

NIC TOWNSEND

#### TERRY HOCK

**Age:** 57

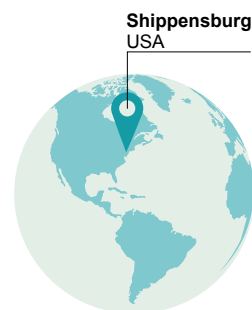
**Profession:** Painters prep


**Lives:** Shippensburg, USA

**Family:** I have been married for 33 years.

#### Years at the Volvo Group:

I started at the plant in 1987 when it was owned by Ingersoll-Rand, and remained after it was bought by the Volvo Group in 2007.





*“Passion for your job is very important. If you don’t give 100 per cent, you won’t make your rates. You’ve got to have a good attitude.”*

TERRY HOCK, PAINTERS PREP



# Open and communicative

Patrícia Costa really enjoys working with people. And the team she works with is what makes her most proud.

**A**S A TEAM leader at bus chassis assembly at Volvo do Brasil in Curitiba, Patrícia Costa works with seven operators. “My job is to support the team with everything they need. Each day, we have a five-minute meeting on the line, where we talk about indicators such as safety and quality. I also manage training plans, standard work updates and carry out other tasks.”

#### What are the main challenges in your job?

“Dealing with people is the biggest challenge: paying attention to individual diversity and at the same time ensuring that everyone focuses on safety and quality.”

#### How does new technology impact your job?

“You need to be open minded and ready to acquire new skills. In this sense, training courses offered by the company play a key role. Technology evolves and so do we.”

“In my case, as a team leader, new communication technologies are an important differentiating factor. With a mobile phone, which I always carry with me, I can share and receive information. That make things a lot easier and dynamic.

Another advantage – and challenge – is that workplace routines are never the same. The fast evolution of technology makes it quite hard to foresee what the workplace will look like in the future.”

#### What in your job makes you most proud?

“My team! To take part in an engaged and united group that is focused on quality and safety, and by extension living the Volvo Group’s values on the production line. These values are interweaved and part of our working routine.”

#### Which of the Volvo Group’s values means the most to you?

“All values are important and essential for competitiveness, but customer success is synonymous with employment and increased production at the assembly line. Passion is key for keeping me motivated and happy in what I do.”

#### What do you do when you’re not working?

“I go to the gym Monday to Friday after work, for training and gym classes. I also enjoy going to concerts and the movies. At the weekend, what I enjoy most is to be with family and friends, preferably savouring a good barbecue. Being close to family and friends, going to the gym – it’s all about interaction. I work with people and knowing how to communicate is certainly a strong part of it.” ●

#### PATRÍCIA FARINHAKE DA COSTA

**Age:** 33

**Profession:** Team leader at bus chassis assembly at Volvo do Brasil

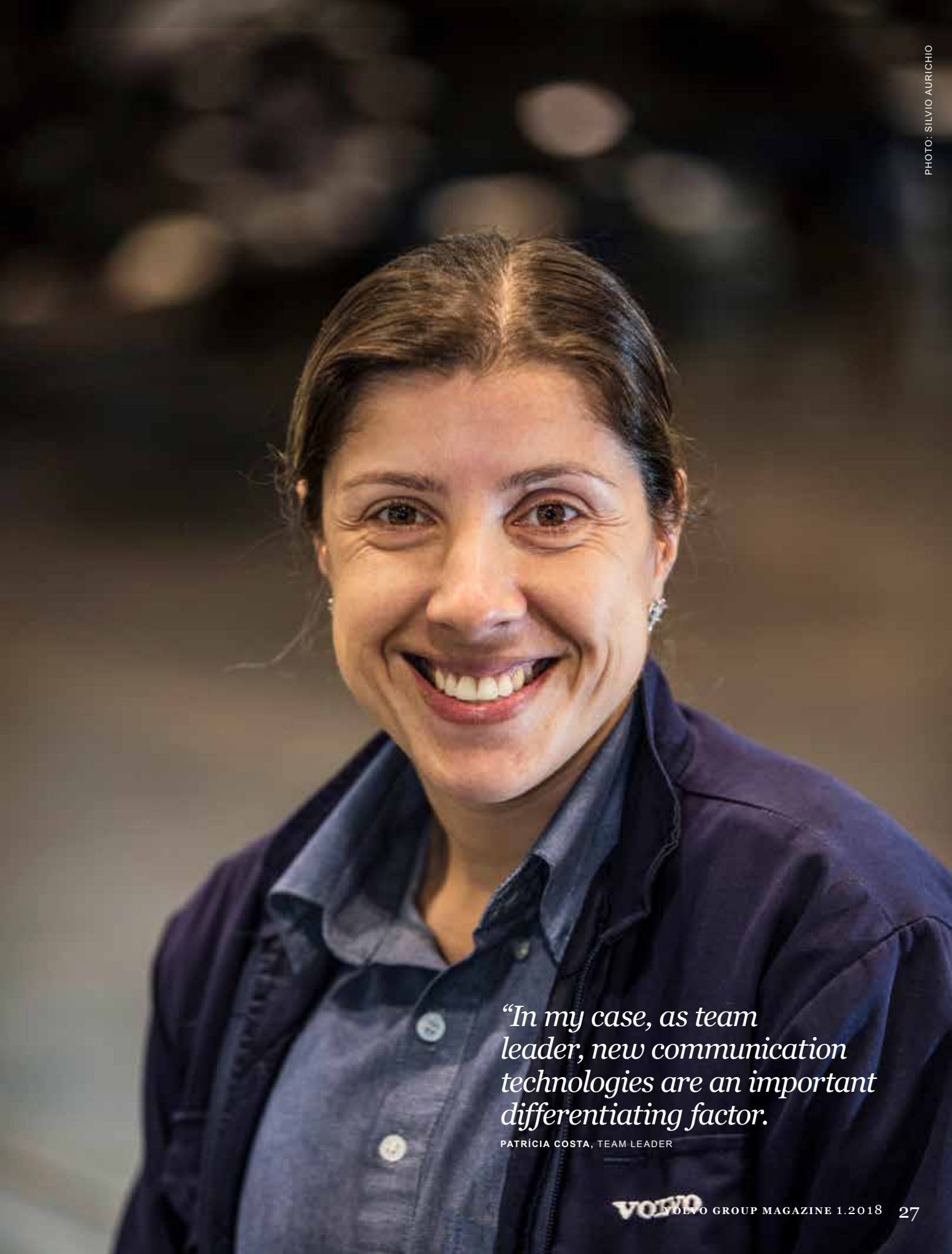
**Lives:** Curitiba, Brazil

**Family:** I have been married for 12 years. My brother, my sister and my parents are always nearby.

**Years at the Volvo Group:** 7



ROGÉRIO JORDÃO



*“In my case, as team leader, new communication technologies are an important differentiating factor.”*

PATRÍCIA COSTA, TEAM LEADER



# 10

## NEW PRODUCTS FROM THE VOLVO GROUP

From inboard boat engines to long-haul heavy-duty trucks, Volvo Group has been busy releasing industry-leading innovations. Here are some of the key highlights from 2017.



VOLVO BUSES

### Volvo B8R

The Volvo B8R is Volvo Buses' latest chassis. In comparison with the Volvo B7R, the top-selling chassis that it will be replacing, it has higher power output but with the same low fuel consumption. Its robust yet highly flexible structure, made from tried-and-tested components, is designed to form the foundation for both city and intercity buses, as well as long-distance coaches and school buses.



UD TRUCKS

### Croner

Launched in March 2017, the Croner is a medium-duty truck designed and developed specifically for growth economies in Asia, Africa, Middle East and South America. It includes a number of features for improving both fuel and driver efficiency, as well as uptime and durability. The automatic transmission in particular – a rare feature in medium-duty trucks in many markets – is widely seen as a game-changer in the industry.

# 3

## VOLVO TRUCKS

### Volvo FH LNG

With the new Volvo FH LNG, it is now possible substantially to reduce CO<sub>2</sub> emissions in long-haul transport, without compromising on performance. Available with 420 hp and 460 hp, the Volvo FH LNG offers the same driveability and reliability as a standard Volvo FH, but, because it is powered by LNG, CO<sub>2</sub> emissions are 20 per cent less. It can also be powered by biogas, which would reduce CO<sub>2</sub> emissions by 100 per cent.

The Volvo FH LNG was launched last October, along with the Volvo FM LNG, with sales commencing in European markets in spring 2018.



Read more about the Volvo FH LNG on page 32.



# 4

## VOLVO CONSTRUCTION EQUIPMENT

### Volvo L260H

The new Volvo L260H wheel loader is the latest addition to Volvo CE's H-Series range for heavy-duty applications. Compared with the previous models, the L260H has five per cent more horsepower and torque.

It also features larger bucket sizes, including the new Volvo Rock and Volvo Rehandling buckets. Specifically designed to fit the L260H, the two new buckets enable the wheel loader to operate at maximum capacity and provide faster and more efficient bucket fill and up to 10 per cent better fuel efficiency. Add the revolutionary Volvo Co-Pilot with Load Assist, and the result is faster cycle times, increased on-site productivity, maximum operator comfort and simpler serviceability.

# 5

## VOLVO PENTA

### D13-IPS1350

With 1,000 hp, Volvo Penta's D13-1000 is its most powerful marine leisure engine yet. Combined with an IPS pod drive that has been upgraded to handle this extra power, the D13-IPS1350 integrated package can offer the equivalent power of a 1,350 hp engine. It also means that the full

benefits of Volvo Penta's IPS can be extended to larger yachts of up to 120 feet, allowing Volvo Penta to grow in the super yacht segment.

The D13-IPS1350 was unveiled at the Sydney International Boat Show last August and is available worldwide.





# 6

## UD TRUCKS

### Quon

The development of the Quon has been the largest project undertaken by UD Trucks in its 82-year history, and the result is a full upgrade of the brand's flagship heavy-duty model. It includes a number of unique features for smart drivability, fuel efficiency, safety, productivity and uptime, such as the EXCOT-VI automatic transmission, Traffic Eye Brake System and Driver Alert Support.

Every component has been refined to reduce weight, resulting in an overall increase in load-carrying capacity of up to 200 kg. Its new, cleaner, more powerful GH11 engine complies with Japanese 2016 exhaust gas regulations and exceeds the 2015 fuel economy standards for heavy vehicles in Japan by five per cent.



# 7

## VOLVO TRUCKS

### Volvo VNL

With the long-haul segment accounting for a large portion of Volvo Trucks' business in North America, the new Volvo VNL series is the brand's new flagship model in the region. The cab has been designed for improved aerodynamics and visibility, while the interior sets new standards in driver productivity and ergonomics. Other features include Volvo's I-Shift automated transmission and XE (eXceptional Efficiency) packages, Position Perfect steering and collision avoidance through Volvo Active Driver Assist. In conjunction, a new Volvo VNR series has also been launched for the regional transport sector.





# 8

VOLVO CONSTRUCTION EQUIPMENT

## EWR170E

The EWR170E has been launched to meet the construction industry's growing need for short-swing wheeled excavators and boasts a range of intelligent features for improved visibility and control. Large windows and rear and side-view cameras ensure good all-around visibility, while Comfort Drive Control (CDC) makes it possible to steer the machine using only the roller on the joystick. For added visibility, it can also be equipped with Volvo Smart View, which provides a real-time bird's eye view of the operating area.

# 9

MACK TRUCKS

## Anthem

Mack Trucks' reputation for performance, reliability and durability has long made it the truck of choice for customers in demanding applications like construction and refuse. With the new Anthem, Mack is well positioned to expand its presence in the all-important long-haul and regional highway segments.

The Anthem's exterior design delivers improved aerodynamics and fuel efficiency without sacrificing the brand's signature bold and tough look that makes it instantly recognisable as a Mack truck. The interior, developed by drivers for drivers, offers improved comfort and productivity.

Mack Trucks' Pinnacle and Granite models have also been updated as part of a significant investment in the Mack product range.



# 10

UD TRUCKS

## Kuzer

The new Kuzer is a light-duty truck that has been developed specifically for the growth market. Strong economic growth and increased investment in infrastructure are fuelling the demand for commercial vehicles and, with the Kuzer, UD Trucks believes it can fill a vital gap in the market. With 150 hp, the Kuzer offers the highest engine power in its class and 25 per cent extra torque compared with trucks currently available in the same segment.



# Better business with gas

More than 25 per cent of Transnugon's trucks are gas powered. Managing Director Pablo Bordils Montero sees many advantages – in terms of both fuel costs and opportunities to find new customers. “Our goal is to have a fleet of only gas trucks, with the new Volvo FH LNG making it possible.”

TEXT LINDA SWANBERG PHOTO PATRIK OLSSON





Pablo Bordils Montero is one of three owners of Transnugon, a transport company based in Valencia, Spain.

*“The Volvo FH LNG is the first gas truck that has the same performance and driveability as a diesel truck.”*

PABLO BORDILS MONTERO, MANAGING DIRECTOR, TRANSNUGON

**T**RANSNUGON IS BASED in a nondescript industrial area just outside Valencia on the east coast of Spain. Visitors are welcomed by a discreet sign on the fence and early in the morning the trucks are sparsely parked in the large asphalt yard. The office is housed in a few barrack-like buildings and nearby there is a truck-washing facility and a small workshop.

In fact there is not much around to suggest that Transnugon is a fast-growing transport company with high ambitions. In just two and a half years, the company has gone from being a small family business, with a few customers and about 50 vehicles, to having a modern fleet of 250 trucks. And the number of trucks is increasing every day.

“The reason we have grown so much is that we have dared to take risks and are flexible. We never say no. If a customer demands a new truck, we buy it without thinking so much about the future. Due to our high capacity, we can always live up to our clients’ wishes. And, if a client wants us to drive 25 deliveries to Madrid tomorrow, we’ll do that,” says Pablo Bordils Montero, Managing Director and one of three owners.

**MOST OF THEIR** customers are active in the food sector and Transnugon distributes frozen, fresh and dry foods to stores and supermarkets, mostly in the region around Valencia but also to other parts of Spain.

“We operate the same routes almost every day and offer service to our customers 24 hours a day, every day of the week, all year round. Because we work with food, it ▶





Transnugon tested Volvo FH LNG trucks for a few weeks. "It represents a major step in the development of gas trucks," says Pablo Bordils Montero.

*"The gas trucks are highly appreciated by our customers and they give them added value that they can use in their marketing communications."*

PABLO BORDILS MONTERO, MANAGING DIRECTOR, TRANSNUGON

is extremely important that our vehicles are in good condition and that we arrive on time," says Pablo Bordils Montero.

Before he started working at Transnugon three years ago, Pablo Bordils Montero was one of its customers. His wife's family runs a company that supplies mineral water to one of Spain's largest food chains and Transnugon was their transport carrier. When Transnugon had difficulty growing at the required pace, the owners turned to Pablo and offered him the chance to take over.

"I had a good relationship with Transnugon, but I did not know much about how logistics worked. It all culminated in me buying a third of the company and going in as a shareholder."

**TODAY, PABLO BORDILS** Montero owns the company together with the two brothers, Jorge Núñez González and José María Núñez González, whose father, José María Núñez Romero, founded Transnugon in the late 1990s.

"We don't belong to the same family, but it

feels like we do. We all know what to do, we all work and earn as much as each other. Working very well together has been a prerequisite for getting where we are today."

A period of major change began when Pablo joined the business. In a short time, he replaced all the old trucks with new ones. "With modern vehicles, we could offer our customers a better service and it gave us more assignments and the opportunity to buy more trucks."

**TRANSNUGON ALSO TESTED** its first gas trucks at the same time as the old fleet was exchanged. The tests went well and led to one of the company's most important investments – the purchase of 30 gas trucks and its own gas station.

"I'm driven by trying new things and constantly improving. I'm also easily bored, this makes me want to keep planning and moving forward. Our gas station is an example of this. I found it one night when I was browsing the internet. It's all about being curious," says Pablo Bordils Montero.

The investment in gas trucks was made for purely economic reasons. At that time, the diesel price was high and gas was much cheaper. Their own gas station was a profitable investment. Although diesel prices have dropped, gas is still 35 per cent cheaper for Transnugon. By purchasing large volumes, they get a much better price than by filling the trucks elsewhere. In addition, it saves a lot of time.

Today, Transnugon has 58 gas trucks, which represents more than a quarter of its total fleet of vehicles. And, while there were financial

Three years ago, Transnugon bought its first gas trucks. At the same time, the company invested in its own gas station. Today, 78 per cent of refuelling is done here, which allows the company to buy large volumes and keep costs down.

## TRANSNUGON

**Established in:** 1998

**Transport:** mostly regional transport for different food companies

**Managing director:** Pablo Bordils Montero

**Owners:** Pablo Bordils Montero, Jorge Núñez González and José María Núñez González

**Turnover 2016:** 12 million euros

**Expected turnover 2017:** 22 million euros

**Number of employees:** approx. 288

**Vehicle fleet:** approx. 250 trucks, of which 34 are Volvo Trucks and 58 gas trucks

**Retention time:** Three to five years



incentives behind the investment in gas trucks, Pablo Bordils Montero sees many other benefits to offering more environmentally friendly transportation to customers.

“The gas trucks are highly appreciated by our customers and they give them added value that they can use in their marketing communications. In the future urban pollution issues will lead to tougher restrictions and more businesses will demand transportation by gas trucks,” says Pablo Bordils Montero.

**HIS FUTURE GOAL** is to have a fleet made up entirely of gas trucks. And, after testing the Volvo FH LNG for a few weeks, this vision has become a possible reality. “The Volvo FH LNG is the first gas truck that has the same performance and driveability as a diesel truck. It works just as well for a return trip to Madrid as for shorter transportation.”

Transnugon is now planning to expand its fleet of vehicles with several Volvo FH LNG trucks. In

addition to the truck being used for all types of transport, the low fuel consumption is a big plus. The margins for transport companies in Spain are small and, for Transnugon, each percentage unit is important.

“Fuel consumption for the Volvo FH LNG is seven to eight per cent lower than in other gas trucks. And, compared with similar diesel trucks, the difference is 15 per cent,” he says.

**FOR TRANSNUGON, THE** focus on gas trucks has made the difference between them and their competitors and Pablo Bordils Montero is convinced that the company will continue to grow.

“When we started, we said we would have 100 trucks, now we have 250. When I think about where we are today and all the opportunities there are, I do not see any limitations. If we can attract good personnel and new partners, I think we can become the largest distributor in Spain.” ☉



# Model employees

A new series of films launched by Volvo Trucks sheds light on what it is like to be a technician. It is all part of an European campaign to attract more people to the occupation.

TEXT  
NIC TOWNSEND

PHOTO  
FORSMAN & BODENFORS  
INHOUSE/SUPERSTUDIO





Richie Barlow on set at the Volvo Truck and Bus Centre London Hayes, with the production team from the agency Forsman & Bodenfors Inhouse and production house Superstudio.



### RICHIE BARLOW

**Age:** 24  
**From:** Southampton  
**Interests:** Bike riding  
**Career in short:** Started as an apprentice technician at the Volvo Truck & Bus Centre in Basingstoke at the age of 17. After completing his apprenticeship, he remained at Basingstoke until late 2017, when he relocated to the Volvo Truck Centre in Reading.

Richie Barlow's enthusiasm, professionalism and ambition make him an ideal brand ambassador. "No one knows everything, but if you work together, you can always get a good result," says Richie, on what makes a good technician.

**D**ESPITE BEING IN a familiar setting and being asked to recreate his daily experiences, Richie Barlow is very much out of his comfort zone. As a Volvo Trucks' technician, he knows his way around the workshop, but he is not used to sharing it with cameramen, photographers, directors, make-up artists and a production crew.

"It's a totally different experience, I've only ever lain underneath trucks for a living," he says, after the tenth take of him being filmed walking up a flight of stairs. "In the beginning, I was quite scared and nervous, especially when I first met the whole production team. I wasn't expecting so many people. But, once we started and filmed the first scenes, it has been much easier."

The film is part of a new campaign by Volvo Trucks Europe to attract technicians. By documenting the daily lives of people like Richie Barlow, it is hoped the campaign will provide an accurate picture of what it is like to work as a

technician, including all the challenges, rewards and opportunities. It is just one of a number of initiatives currently being undertaken by Volvo Trucks as it aims to recruit an additional 700 technicians across Europe.

"Some people see it as a dirty job, that it

### "Everything matters"

The campaign *Everything Matters* consists of a number of films, which will be released via Volvo Trucks' social media channels and official websites in early 2018. In addition to Richie Barlow, the other two brand ambassadors featuring in the campaign are Daniel Fröhlich, Volvo and Renault Truck Service GmbH, Frechen, Germany; and Reza Ibrahim, Volvo Truck Center Malmö, Sweden.

*“Everything starts with a laptop and it’s not enough to just replace a component anymore.”*

**RICHIE BARLOW**, TECHNICIAN

is a nasty industry with diesel and harmful chemicals, and we want to show people that it’s not like that at all!” says Richie Barlow. “There are strict health and safety rules, it is a very challenging job with new things to learn and there is a lot of scope to develop and improve yourself.”

**RICHIE’S PATH TOWARDS** becoming a brand ambassador and starring in the campaign, started when the Volvo Trucks HR department in the UK asked for volunteers to attend an exhibition for new college graduates. His enthusiasm, passion for the job and ability to relate to others were quickly noted. Combined with his ambition – he is only 24 and already looking to move into a supervisor role – made him an obvious choice for brand ambassador. And yet, until his uncle showed him an advertisement for apprentice technicians at Volvo Trucks, Richie Barlow had not even considered a career in the industry and he believes this is one of the problems with finding good technicians.

“When I was at the exhibition speaking to these college kids, 95 per cent had not even thought about trucks,” he recalls. “I didn’t either when I was that age. Even though we all see these massive trucks going up and down the motorway, you don’t think about it and you don’t realise there is this whole massive industry behind it. There have got to be people out there, but they just don’t know about the truck industry and what it is like.”

He hopes the new films will help change perceptions about the nature of the job, particularly when it comes to the skills and expertise required. “We always have to keep up to date with the latest software and technology that is coming out. Everything starts with a



## **Reza Ibrahimi**

**VOLVO TRUCK CENTER MALMÖ, SWEDEN**

**“I LIKE EVERYTHING** about my job. My ambition is to keep developing and always stay on top. I joined Volvo Trucks because it is the best manufacturer of heavy-duty trucks in the world – we are always developing new technology and we design really fast, powerful trucks.”



*“Volvo Trucks offers its technicians great opportunities to develop. In fact, many of those currently in top management started out as technicians.”*

MARIANNE ZINGMARK, VP HUMAN RESOURCES, VOLVO TRUCKS EUROPE



Marianne Zingmark

laptop and it's not enough to just replace a component anymore – you also need to program it and match it with the truck as well. At the same time, we still need to do a lot of welding and fabricating too. This was one of the selling points when we spoke to college kids, that you get such a wide variety of mechanics and engineering knowledge working with trucks.”

**CAPTURING THE DAILY** reality of being a technician is central to the campaign, as it is believed that misconceptions about the occupation are one of the biggest obstacles to attracting new recruits. “We want to show what it's really like,” says Marianne Zingmark, VP Human Resources, Volvo Trucks Europe. “Certainly, at times the work can be dirty and physically exhausting, but it is also a very complex and technically advanced occupation.”

In addition to Richie, there are also two films featuring brand ambassadors from Sweden and Germany, with more films to follow in 2018. While each ambassador comes from a different background and has a distinctly different story – which is also documented in each film – they all share the same pride in their work and exhibit all the traits Volvo Trucks looks for in its workforce.

“We're not just looking for technicians, we're looking for the right technicians,” explains Marianne Zingmark. “Having the right competences is obviously important, but it's also a question of having the right mind-set. We want technicians that are good at problem solving, can work in a team and are willing to go that little bit extra for the customer.”

Due to the general shortage of skilled technicians, the competition for new recruits is



tough. For this reason, the campaign also shows how much Volvo Trucks values its technicians and what it can offer in return.

“With Volvo Trucks, you get the complete package: a recognisable brand, working with industry-leading products, good teamwork, as well as great opportunities for development, sometimes even outside your home market. Last summer, technicians from several European markets supported urgent work at the Tuve plant which resulted in good learnings and exchange of knowledge and experience,” says Marianne Zingmark. ©



Richie Barlow is looking forward to the reaction from his family to the final film – as well as some ridicule from his colleagues. “Everyone will be shocked. They don’t realise how much effort has gone into it – the footage looks amazing!”

## ***Daniel Fröhlich***

VOLVO AND REANULT TRUCK SERVICE GMBH,  
FRECHEN, GERMANY

“**I REALLY LIKE THE** variation of work tasks. The biggest challenge is always to solve a difficult diagnostic problem and quickly get the truck on the road again! I joined Volvo because there were no opportunities for advancement in my old job, so I tried to find a new work place. I’m very happy I made that decision.”





ROGER ALM, PRESIDENT VOLVO TRUCKS EUROPE

# *“I can see enormous potential in service”*

Volvo Trucks Europe has identified some significant opportunities to develop and extend its service business. To achieve this, more skilled technicians are needed.

TEXT ANN-MARI ROBINSON PHOTO SÖREN HÅKANLIND

**T**HE TECHNICIANS PLAY a key role in getting trucks back on the road as quickly as possible. “The work they do may determine whether or not we are successful,” says Roger Alm, President Volvo Trucks Europe.

### **The Volvo Group is stepping up its focus on service. How can this be seen at Volvo Trucks?**

“Service has always been incredibly important to us. We are constantly striving to be more efficient in order to make our customers even more satisfied. Since 2015, we have doubled the profitability of our wholly owned service facilities and we have a programme for measuring and following up efficiency which is helping to activate all our facilities. We are working to create an entrepreneurial spirit with decisions that are closely associated with our customers.”

### **Why is service so important to business?**

“It is decisive for both us and our customers and helps to establish long-term relationships. Trucks break down and they then need to be repaired quickly and without any defects. I can see enormous potential, but there is still a great deal that needs doing.”

### **How important are the technicians when it comes to growth?**

“They are incredibly important. We need to

recruit 700 in Europe and we must attract the very best.”

### **Which qualities are needed?**

“Our trucks are among the most advanced on the market. A technician needs to be able to handle both advanced technology and heavy-duty repairs – sometimes at every hour of the day or night and in both hot and cold climates. One important quality is the ability to communicate with customers in a way that inspires confidence.”

### **Which challenges do you envisage?**

“The European market is complex, as it encompasses different countries, cultures, customers and working methods. We need to learn how our customers behave and treat them all in the same way. Our customers expect a high level of quality in everything we do. I see our relationship as a partnership; if we are able to offer good and efficient service, we shall increase both our customers’ and our own return on investment.”

### **What kind of relationship do you have with working as a technician?**

“I started my career as an industrial mechanic and I have continued it from a practical angle. When I was head of our Brazilian operations, for example, I spent one day a year working as a technician. This is important if you want to understand processes and working methods.” ©

### **VOLVO TRUCKS EUROPE**

- ▶ 41 markets
- ▶ 1,060 service facilities (of which 260 are owned by Volvo Trucks)
- ▶ 10,000 technicians
- ▶ 1,500 sales staff
- ▶ 400,000 Volvo trucks on European roads (0-10 years)
- ▶ 600,000 trucks in total



20-year old Pontus Täck, talking to Roger Alm about his job as a technician at the Volvo Truck Center in Bäckebol in Gothenburg. "The best thing is the freedom, being able to sort out everything myself, from troubleshooting to repairs."

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#### ROGER ALM

Title: President Volvo Trucks Europe  
Volvo career: started in 1989 and has worked in service, parts, sales and different managerial positions, in countries including Poland, Slovenia/Croatia, Australia, Brazil and Sweden.



# An open workshop

What does a parts salesperson do all day and how much does a technician earn? The Volvo Truck Center in the western-Swedish town of Mölndal invited people to an Open House to show what happens at a workshop. Attracting more employees was another aim.

TEXT MARIA SKÖLD PHOTO CHRISTER EHRLING



The staff at Volvo Trucks Center West had not expected such a turnout at their recent recruiting event.





**F**EW PEOPLE HAVE struggled to become a technician with greater determination than Thankgod Lnyinna. As a child in Nigeria, he was fascinated by the trucks travelling along his local road. He also loved taking things to pieces to see how they worked.

So, it might seem only logical that he will soon be a qualified vehicle technician looking for a job. Thankgod Lnyinna was one of the first people to appear at Volvo Trucks' Open House.

"Imagine working here," he says. "It would make my childhood dream come true!"

For a long time, however, it looked as though his dream was impossible. As a teenager, Thankgod Lnyinna discovered that it was hard to find a suitable course to train as a truck technician in his home country, Nigeria. He googled and found the GFOR Gothenburg Technical College in Volvo Trucks' distant home of Sweden, but how on earth was he going to get there? ▶



### **Mathias Olausson**

TECHNICIAN, VOLVO TRUCK CENTER BÄCKEBOL, GOTHENBURG

"I have been working in the industry for four years and it's more or less what I expected when I was training. It's still fun and there's so much to learn. We need more technicians, so it's a good thing that Volvo Trucks organises days like this so that people can come and find out more about the profession."



### **Jenny Åsevi**

HR SPECIALIST VOLVO TRUCK REGION WEST

"It is no secret in our industry that there is a shortage of technicians in heavy vehicles, so we must think of new ideas when it comes to recruiting. Over the last six months, we have increased our presence on social media and actively marketed this recruitment event. The results have exceeded our expectations!"



### **Kevin Nasser**

PARTS SALESMAN, VOLVO TRUCK CENTER BÄCKEBOL, GOTHENBURG

"I've been working as a parts salesman for six or seven years, all of them in Bäckebol. It's an enjoyable, varied job, but many people don't know what's involved. So today I've been asked a lot of questions about what it's like to work as a parts salesman."



## TECHNICIAN RECRUITMENT

Thankgod Lnyinna, Yazid Maamuri, Rassim Achaibou and Samir Oshana are in their final year of training to be technicians for heavy vehicles. Now they are interested in working with Volvo Trucks.



“So I wrote to them and asked – and they replied! There was then a great deal of to-ing and fro-ing, but, after three years, I managed to get here and take the course,” he explains.

**THANKGOD LNYINNA** HAS now found a job to support himself, learned Swedish and will soon finish his training as a technician. Together with his fellow students Rassim Achaibou, Yazid Maamuri and Samir Oshana, he visits the Open House.

The four young men climb into the cabs of the lined-up trucks and chat to the staff. Mathias Olausson, a technician, and Kevin Nasser, a parts salesman, from the nearby Bäckebol Truck Center, talk about their jobs. The students also hand in letters expressing an interest in working for Volvo Trucks and put questions to HR manager, Jenny Åsevi.

**THE STAFF FROM** the Volvo Truck Center have prepared a large pile of forms for people interested in applying for work and traineeships, but, after a couple of hours, they have almost disappeared. Interested

technicians and students have poured in, together with a large number of families with children and interested haulage company owners.

Henrik Wickman, head of Volvo Truck Center Region West, is pleased with the way the day has gone and the large number of visitors.

“We really want more people to understand what an exciting job this is, so it’s great that we are also attracting families with children. At the same time, we naturally hope that we shall get to know people who could start working here,” he says.

**SAMIR OSHANA FROM** the Gothenburg Technical College would really like to be one of them. He worked as a technician in his home country of Iraq, but he came to Sweden two years ago and is currently taking a Swedish course where he is training as a mechanic and studying Swedish at the same time.

“I’m really keen to get going and start working again. It’s such a great job!” he says. ☀

### Henrik Wickman

MANAGER, VOLVO TRUCK CENTER REGION WEST

“I think there’s quite a lot of prejudice, but service technicians have a job with plenty of development potential and the opportunity to learn something new the whole time, not least new technology. It’s fun to be so close to the end user, to solve problems and make sure that the truck or bus gets back on the road. There’s nothing more important to the customer.

“It’s great that so many people are curious about working with us and that they come from different backgrounds.”



Left to right: Christian Dülken, Mario Gomez Bastida, Ralf Schiller and Timo Niemann

# Life as world champions

In May 2017, life changed at the Truck Center Isernhagen in Germany when a team of their technicians won Renault Trucks' RTEC competition. Now customers view them in a new way.

TEXT ROB HYDE AND MARIA SKÖLD PHOTO MARTIN BÜHLER





Christian Dülken works at Truck Center Isernhagen, which is wholly-owned by the Volvo Group.

**T**HE LOCAL RADIO is playing pop music at low volume as truck technicians are quietly working away on everything from a local ambulance to a supermarket delivery truck. Sparks fly as some workers weld a chassis, while others whistle as they tighten hub bolts and nuts. This is the workplace of Ralf Schiller, Christian Dülken, Timo Niemann and Mario Gomez Bastida, who are the best Renault Trucks technicians in the world. Or, at least, the winners of Renault Trucks' Road to Excellence Competition, RTEC, which was held in May 2017.

"We never expected to get to the finals in Lyon," says the team foreman, Timo Niemann.

Competing in the finals involved a series of demanding 45-minute problem-solving tasks, everything from gearboxes to oil pressure problems. "We struggled with the first task, but then we worked out who had the best skills for each task and this strategy worked perfectly."

The first RTEC competition was held in 2015 with a limited number of countries participating. In 2017, there was a scale-up with candidates from 49 countries taking part in the competition, bringing the number of participants up to 5,285. After two rounds of theoretical tests, the best 24 teams met in the finals.

## Mario Gomez Bastida

MECHATRONICS TECHNICIAN

"I'm from Rioja in Spain where unemployment is high, so I jumped at the chance when I saw that there were training programmes offered in Germany. That is how I came here. Renault Trucks really helped me by giving me German lessons. I started with nothing. Now, after three years, I'm still far from perfect but I can talk about specific technical problems and the tools required. I'm grateful for this experience. It's all been fantastic."

Since winning RTEC, the team members have noticed a fundamental change in their relations with customers. Ralf Schiller says that, although customers' fundamental needs have not changed, their view of the team certainly has.

"The most common customer question remains 'when will the truck be ready?'. This makes sense, time is money, so there's nothing new there. But what is different is that we now have customers coming exclusively to us because they've heard that we won the competition, or other Renault Trucks workshops have even referred them to us."

**HE POINTS OUT** that Renault Trucks' workshops already distinguish themselves from their competitors on a technical level.

"For example, others just replace gearboxes, whereas we repair them," says Ralf Schiller, proudly pointing at the gearbox components on his workbench. "But, on a customer service level, our team can now also offer something better. We can draw on what RTEC taught us and look



for creative solutions to difficult problems.”

It is hard to put your finger on the secret to the winning dynamics of this four-strong dream team. They have worked closely together for a long time. Ralf Schiller and Timo Niemann, for example, were both once supervisor to Christian Dülken and Mario Gomez Bastida.

But, for the team it is much more than that – it is about respect, trust and genuine affection. According to Christian Dülken, a key element of the team’s success is that they still enjoy working together and do not let either hierarchy or their competition victory change this.

“We treat each other equally and we’re also totally down to earth. At the award ceremony, for example, even when ushers made us sit at the VIP table and tried to make us wear ties, it never occurred to us that we were just about to receive a prize.

We were even using our phones to video the teams in 2nd and 3rd place, until they said ‘And the winning team is Hannover’. We were all shocked – but thrilled!” ☺

#### SERVICE COMPETITIONS

- Road to Excellence Championship is Renault Trucks’ competition for workshop and dealership staff.
- Similar events are hosted by other truck brands in the Volvo Group: Gemba Challenge is open to workshop staff working with UD Trucks, while Mack Masters is the equivalent for Mack Trucks.
- Volvo Trucks’ VISTA was founded already in 1957 and is the world’s biggest competition of its kind.

## 5 QUESTIONS TO...

... **Laurent Fragnaud**, Manager Technical Training, Renault Trucks



**Why has Renault Trucks launched the RTEC competition?**

“It’s a great way to encourage teamwork and competence development! Each team has four members, ideally

one technician, one electronics specialist, one receptionist and one who works in parts. They are all responsible for securing the quality of the service and therefore have to work together.”

**How does the competition help you achieve this?**

“RTEC 2017 consisted of 70 difficult questions covering seven fields. The stations and questions were designed to increase the participants’ knowledge and enhance the need for collaboration between team members with different areas of expertise.”

**Why is competence development so important?**

“Our markets do their best to train and develop technicians so that customers get the best help possible from their workshops.”

**How are the results used within Renault Trucks?**

“The results tell us about where our strengths and weaknesses are. We can see areas in need of improvement for central and local organisations.”

**What characterised RTEC 2017?**

“It was a major event since it involved all 49 countries where Renault Trucks is present and the feedback has been very positive. We tried to focus the competition on specific areas in line with Renault Trucks’ strategy, like used trucks and fuel economy. Now we look forward to RTEC 2019!”

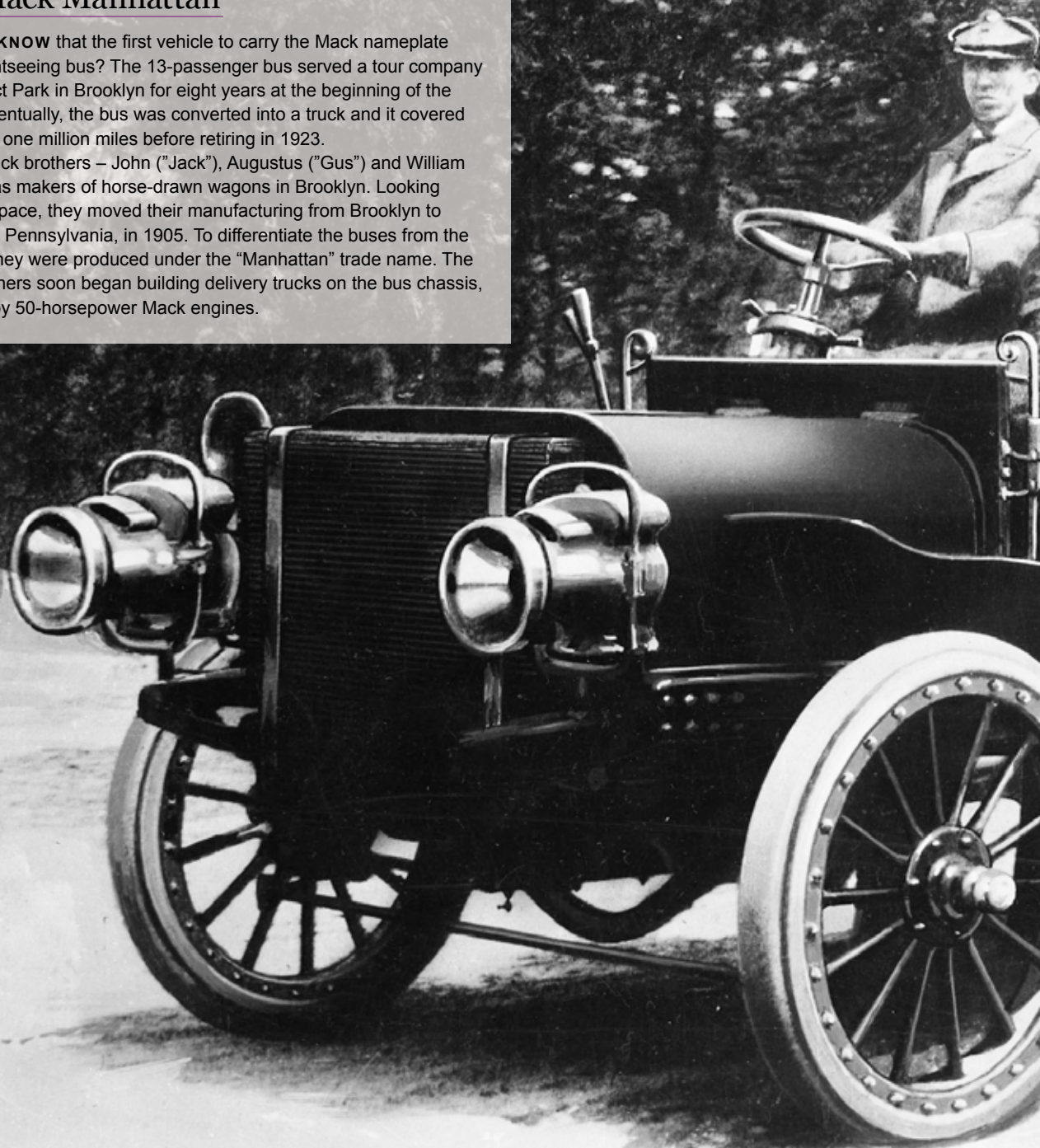


## Year: 1900

### The Mack Manhattan

**DID YOU KNOW** that the first vehicle to carry the Mack nameplate was a sightseeing bus? The 13-passenger bus served a tour company in Prospect Park in Brooklyn for eight years at the beginning of the 1900s. Eventually, the bus was converted into a truck and it covered more than one million miles before retiring in 1923.

The Mack brothers – John (“Jack”), Augustus (“Gus”) and William – started as makers of horse-drawn wagons in Brooklyn. Looking for more space, they moved their manufacturing from Brooklyn to Allentown, Pennsylvania, in 1905. To differentiate the buses from the wagons, they were produced under the “Manhattan” trade name. The Mack brothers soon began building delivery trucks on the bus chassis, powered by 50-horsepower Mack engines.



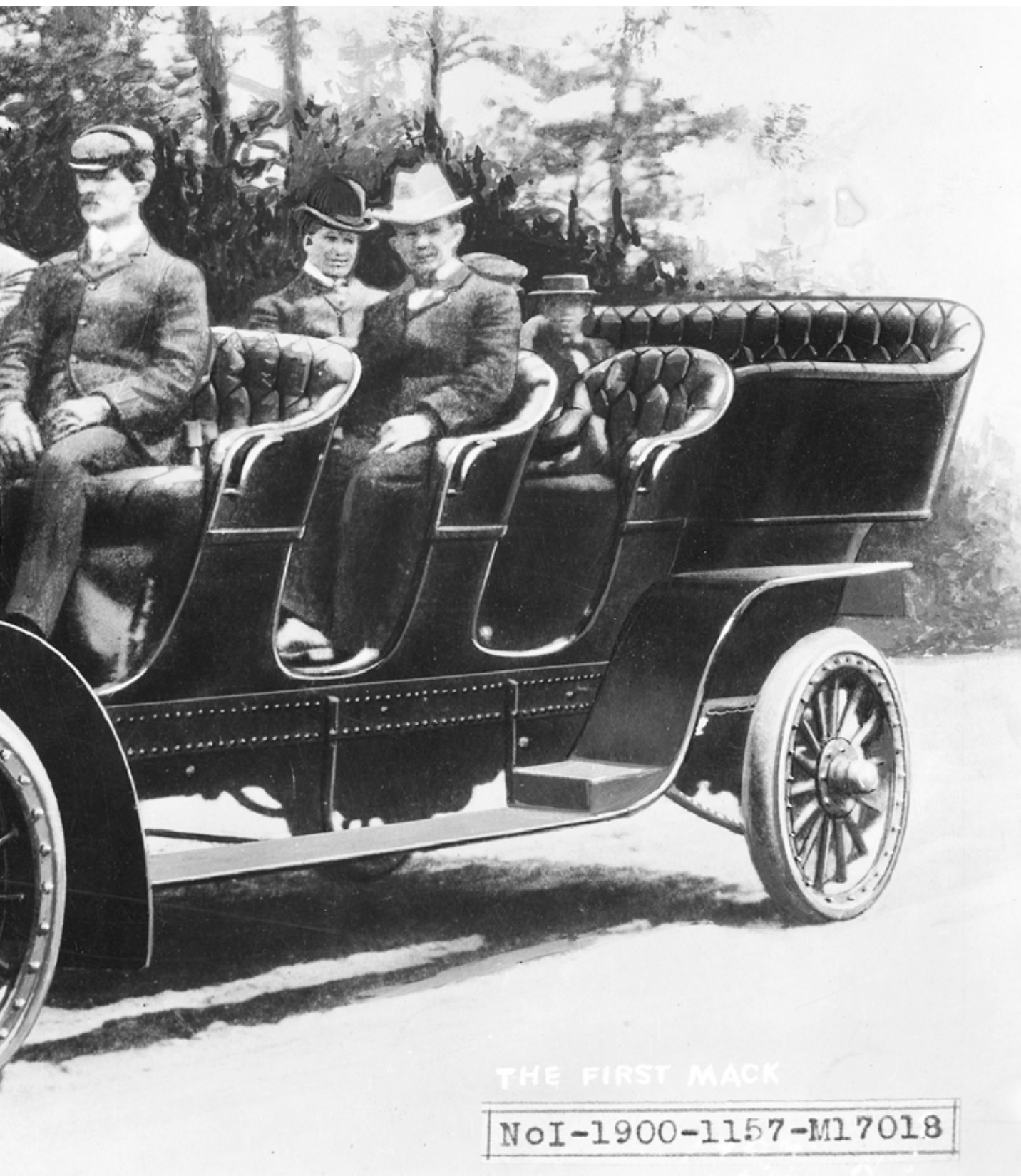


PHOTO: MACK TRUCKS HISTORICAL MUSEUM





Ibrahim Mustafic (left) has met Henrik Sandberg many times.

# Securing supply lines

How does the Volvo Group evaluate the quality at its suppliers? To find out, *Volvo Group Magazine* accompanied Henrik Sandberg on a normal day at work.

TEXT MARIA SKÖLD PHOTO JOHAN PERSSON

**T**HE ATMOSPHERE IS relaxed, but this is definitely a special occasion. Henrik Sandberg and his colleagues from the Volvo Group are on their first visit to the supplier Alfdex's new facility.

"Welcome! Shall we begin with a tour of the premises?" suggests managing director Mats Ekeröth.

Alfdex is one of the world's leaders in separators for crankcase gases with most of its operations based here in Landskrona in southern Sweden. It has outgrown its old plant

and Henrik Sandberg is curious to see the new one. He is a supplier quality engineer at Group Trucks Purchasing (GTP) and has worked with separators for many years.

"It's vital for us to really understand our suppliers so that they have the right information and can include quality considerations from the start," he says.

This morning, Henrik Sandberg has travelled to Landskrona together with five colleagues from GTP and GTT. They need to be a large group, since they are all experts in different areas and many things need to be analysed.

**TOGETHER WITH THEIR** hosts, they examine different workstations and spend a long time at the new production line where the Volvo Group's crankcase gas separators are going to be produced. The group then continues to the test facility to see how these separators are subjected ►



## THE VISIT TO ALFDEX

► Henrik Sandberg is touring Alfdex's new facility together with five colleagues from GTT and GTP, Anne Girardot, Anders Enström, Ann-Chatrin Olger, Johan Sundberg and Mats Liljeroth. Their hosts are Managing Director Mats Ekeröth, project leader Mats-Örjan Pogén and Andreas Schmiterlöw, account manager for the Volvo Group.

09.12

Mats-Örjan Pogén (right) from Alfdex is guiding Anne Girardot and Henrik Sandberg around the warehouse. Separators for crankcase gases are dispatched from here to companies all over the world. Anne Girardot is a purchaser and Henrik Sandberg is a supplier quality engineer, so they have different questions.



The team moves to the new production facility at which Alfdex's co-workers present workstation after workstation.



Henrik Sandberg has been working with Alfdex for ten years and he has visited their old facility many times. He now has detailed questions about the differences and similarities at the new facility.





09.35

Here it is! Daniel Nilsson shows the visitors the line he is building. The Volvo Group's separators are going to be produced here.

*“It’s important to understand each other. That makes cooperation so much easier.”*

HENRIK SANDBERG, SUPPLIER QUALITY ENGINEER

to pressure, vibrations and other types of stress.

After touring the plant for about an hour, they sit down to go over everything from design changes to time schedules, but they also find time to chat over coffee and lunch.

“It’s important to understand each other, that makes cooperation so much easier,” says Henrik Sandberg.

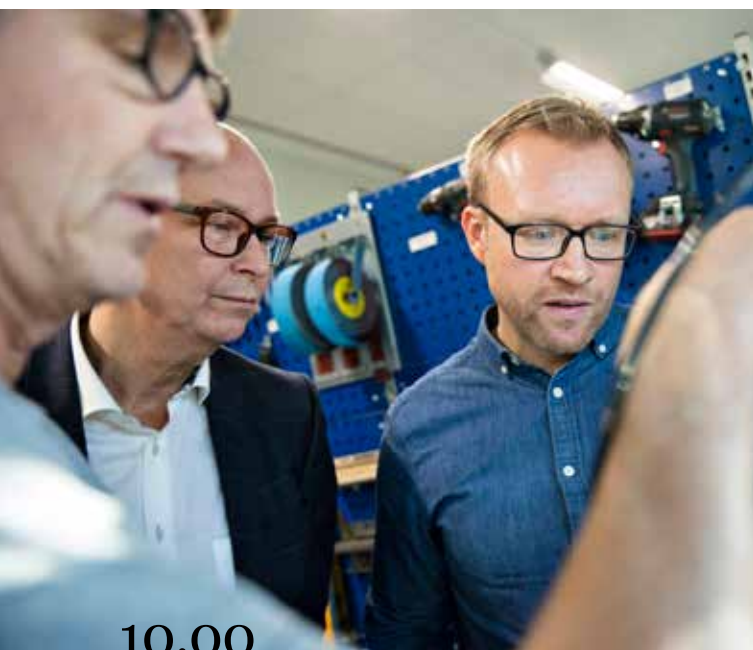
He is responsible for quality at 15-20 suppliers in different parts of Europe. This includes ensuring and verifying that the suppliers comply with the Group’s requirements for efficient, stable processes for delivery reliability and

quality. In an economic upswing, like the current one, handling deviations is also important.

“What can happen, for example, is that a supplier doesn’t have time to produce at the regular facility. We then have to approve a new production unit and, at the same time, ensure that no time is lost.”

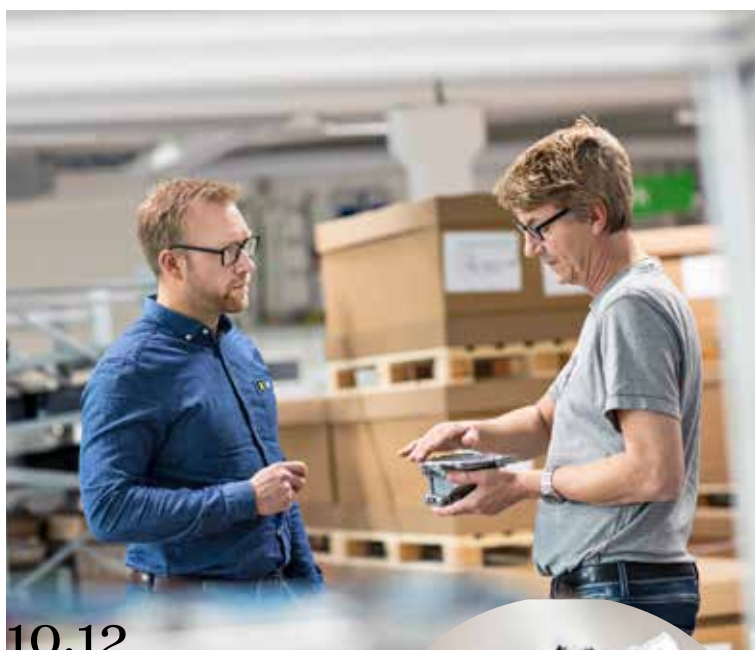
If things are going to work, it is also important that communication within the Volvo Group is effective. Henrik Sandberg thinks that it has improved substantially with time. In particular, work on continuous improvement has led to better defined processes. Working in cross-functional teams is also increasingly common and more people are aware of the engineers who are involved in the quality assurance of suppliers.

“Nowadays, we are involved in development projects and the selection of suppliers at an earlier stage. Quality must be at the top of the agenda from the very start to reduce the risk of problems and delays. This is really important to the people who use our products. We want our customers, not our trucks, to come back!” ☉



**10.00**

Alfdex's managing director, Mats Ekeröth (middle), leads the group to the test facility to see how the products are subjected to tests of every conceivable kind.



**10.12**

Ronny Lindell (right) is Production Engineer. It is his job to organise the transfer of the production line. He and Henrik are discussing different detail modifications which are going to be updated on the production line for separators.



**13.00**

After lunch, the meeting resumes. Mats-Örjan Pogén goes through a range of relevant design issues. The meeting continues until 15:30, when Henrik Sandberg and his colleagues head back.





## AWARD-WINNING ASSEMBLY PROCESS

# Production made simple

Paper manuals are out at Volvo Penta's assembly plant in Vara, Sweden. Instead, operators use a system that guides them through the assembly process step by step. It is a way of working that has halved the number of assembly errors and won a national award.

TEXT LINA TÖRNQUIST PHOTO PONTUS JOHANSSON

**B**OAT ENGINES ARE highly specialised. An astounding 14,000 different engine designs are produced at Volvo Penta's plant in Vara, Sweden. To add to this complexity, assembly instructions are frequently updated to comply with design changes.

This huge variety means that almost every engine an operator assembles at the plant is unique.

Since no electronic system has been able to handle this level of complexity, the Vara plant has relied on its assembly team's know-how and printed instructions.


But now, a new tailor-made system at the plant delivers specific instructions for each engine type and guides operators through each step of the assembly process.

**OPERATOR HELENE ÖMAN** Högemark is happy with the results.

"It's definitely easier to work this way. It prevents mistakes, so we don't need to supervise new operators as much. If there's an assembly step that's difficult and where we have run into

problems previously, the system alerts the user through a pop-up window," she says.

The new assembly solution was developed by local IT company MVV, whose team worked closely with operators at the Vara plant to design the system. It is structured not only to deliver relevant assembly instructions for each engine type, but also to guide operators through each step of the process. After each task, an operator provides confirmation to the system before they can move onto the next stage.



Helene Öman Högemark was one of the first operators to work with the new system. Feedback from operators has been instrumental in developing the new assembly system.

## Vara plant's big prize

**THE SWEDISH ASSEMBLY PRIZE** (Svenska Monteringspriset) is awarded to the person or a group of people who have developed an organisation, product, system, technique or tool which supports development within the field of assembly. The award is presented by Svenskt Monteringsforum, a network of individuals who work within R&D and problem solving in the assembly field.



Leif Funke

This step-by-step process has not only halved the number of assembly errors, it has also made it easier for employees who do shift work or are on leave to rejoin the assembly team without too steep a learning curve.

Another advantage of the new system is that it can relay information back to the constructors who design engines and decide on assembly instructions. This means that instructions continue to improve.

“We call it ‘Zlatanising’, after football star Zlatan Ibrahimović. We make difficult things look easy,” says Leif Funke, Manager Engineering and Maintenance at Volvo Penta, who is one of the people tasked with implementing the system at the plant.

**THE SYSTEM HAS** proved to be so successful it has won a national award.

Now the team working on this project at the plant plans to keep improving it.

“We are looking at how we can improve the material handling process, so that a light shines on the part that is needed for the next assembly step, for example,” says Leif Funke. ☺

#### THE VARA PLANT

**Number of employees:**  
around 220

**Engine variations:** 14,000

**Numbers of engines  
produced per year:** 6,000



# A NEW CAREER OPTION

Young women in India tend not to choose mechanical engineering as a career path, due to multiple misconceptions about the industry. To help change this, Group Trucks Technology in Bangalore recently held a 'Mechanical Engineering Experience for Girls' event.

TEXT NIC TOWNSEND & AJAY HATTI PHOTO KIRAN NAMA

**M**ECCHANICAL ENGINEERING DOES not suit girls. I don't want to repair and fix machines. There are less job opportunities. Boys take up mechanical engineering – girls don't. These were just some of the responses from high school students at the Kendriya Vidyalaya DRDO school in Bangalore to the survey initiated by GTT, in order to understand why so few women were enrolling in mechanical engineering.

"When we did the survey, we understood that most female students lack awareness of what a mechanical engineer actually does," says Sonia Almeida Soares, HR Business Partner, Volvo Group Trucks Technology in Bangalore. "They think it is a physical job that involves fixing and



Sonia Almeida Soares, Human Resources Business Partner, Volvo Group Trucks Technology in Bangalore







DM 09

250 kg

ERIKKILA

59

The purpose of the 'Mechanical Engineering Experience for Girls' event was to show high-school students what working in the industry is really like and the career it can offer.



## What do you think about mechanical engineering?



### **Anagha G Prasad**

STUDENT KENDRIYA VIDYALAYA DRDO SCHOOL

"Before I came to the Volvo Group campus, I thought that engineering was a boring thing to do. But I really found it interesting. I didn't think about mechanical engineering before coming here, but now I might think about it. I enjoyed everything today, but I

liked the truck production line the most."



### **Adithi Upadhya**

STUDENT KENDRIYA VIDYALAYA DRDO SCHOOL

"Previously, I believed that mechanical engineering is not a stream for girls, but after exploring opportunities here I have realised that it has equal opportunities for everyone. Since I'm interested in robotics, I have always dreamt of becoming an

engineer. The most enjoyable part was the truck ride. I thought that it would be a bumpy ride, but it is as smooth as a car."



### **S B Saniya**

STUDENT KENDRIYA VIDYALAYA DRDO SCHOOL

"My siblings and parents say that mechanical engineering is for boys and there is little scope of employment. After today's event, I do not feel the same. I feel that girls can also go for mechanical engineering studies and do well. I loved

the truck ride; it was awesome and so was the office. I want to experience working in the labs and workshops."



### **P S Kavitha**

MATHEMATICS TEACHER KENDRIYA VIDYALAYA DRDO SCHOOL

"In my career of 22 years, this is the first time that an organisation has invited our students to their campus for such an event. The students have learnt a lot today, it was definitely a motivating as well as an

inspiring trip. Students have more exposure to engineering as a career now and can make a better and informed choice."

repairing things and that it is a field with little scope for career development."

These misconceptions inspired the 'Mechanical Engineering Experience for Girls' event, which last November saw 42 students and two teachers from the Kendriya Vidyalaya DRDO school visit both GTT's office in Bangalore and the Volvo Trucks' assembly plant in Hoskote. The students were in class 11 – an important stage in their education where they need to choose an area for specialisation after the following year, which will set the direction for their future career path.

"When we have open junior and mid-level positions for mechanical engineers, we get very few women candidates applying," says Sonia Almeida Soares. "We also recruit directly from universities, but we see very few women graduates in mechanical-related areas."

**SOWMYA RAO**, LEAD System Design Engineer, is one of the few women working within mechanical engineering at GTT in Bangalore. She has been employed since 2012 when she was recruited from university. "In India, it is very common to have just two or three women in a class of 100 studying mechanical engineering.



Sowmya Rao, Lead System Design Engineer and one of the few women working within mechanical engineering at GTT Bangalore, helped coordinate the event.



Getting the opportunity to test-drive a truck was one of the highlights of the event for many of the visiting students.

## WHAT IS MECHANICAL ENGINEERING?

Mechanical engineering is the study of mechanical systems, including how they are designed, manufactured and maintained. It requires expertise in physics, mathematics, materials science, thermodynamics, structural analysis and engineering design, among other subjects.

Women in India are not opting for mechanical engineering in the first place, due to a lack of awareness," she says.

**BOTH SOWMYA RAO** and Sonia Almeida Soares are part of a team of 15 women engineers who are coordinating the event.

"I chose this field because I've always been fascinated by how things work and how they are designed," adds Sowmya Rao. "Since joining the Volvo Group, I've received excellent mentorship and have had many varied experiences working with a diverse group of people. Being able to see things that you've designed go into a final product – that is really satisfying. These are things I want to share with young students so they can see what a rewarding career mechanical engineering can be."

It is hoped that the event, and any future

events like it, will help change perceptions among young women, so that more will embrace mechanical engineering as a prospective career option. "By engaging with the students and specifically the teachers who play a critical role in mentoring students in their choice of career, we aim to create brand ambassadors for mechanical engineering as well," says Sonia Almeida Soares. ©

*"I chose this field because I've always been fascinated by how things work."*

SOWMYA RAO, LEAD SYSTEM DESIGN ENGINEER, GTT BANGALORE



# 5

## QUESTIONS TO DAVID BRARD

PROCESS MANAGER, HEALTH  
AND SAFETY, GTO

If you do not take proper care of your work environment, it can be detrimental to your performance and productivity and, most importantly, your health and safety. This is why the Volvo Group has released an Ergonomics Guideline.

### Why is ergonomics important?

"Ergonomics has a big impact on our health, both physically and mentally. A poor ergonomic environment can cause back and joint pain and lead to conditions such as cumulative trauma disorder, carpal tunnel syndrome and tendon disorders. But the effects can also be mental, such as stress. Sometimes, when a plant worker suffers from a physical disorder, we've found that it is not because of the job's physical demands but because of the stress caused by too high a workload."

### So ergonomics do not only relates to manual work?

"Ergonomics is everywhere. It is easy to see on the plant floor, but it is just as important in an office environment, too. For example, people should think about their posture, how they sit, where they put their laptop and, of course, their workload."

### Why is the Volvo Group concerned about ergonomics?

"Firstly, because safety is very important to us and that includes protecting our own employees. Secondly, ergonomics directly affects employees' efficiency. If you are in pain, it impacts your work. If you are stressed,

you are more tired and less efficient. Quite simply, we cannot deliver the right quality and right performance unless our employees are in good health and working in good conditions. Employees who look after their health are also more likely to be engaged, which means fewer absentees and lower turnover."

### How will the new guidelines help?

"We have been working with ergonomics for a long time but, until now, we have had a more reactive approach. When we identified common accidents and conditions, we sent ergonomic experts to solve the issue. Now we want to be more proactive and preventive. These guidelines make it possible for anyone to improve their ergonomic environment. It's not for specialists – it is a simple and easy guide that anyone can use by themselves."

### Who should use the guidelines?

"We all should. After all, ergonomics is for everyone – not just ergonomists. Even people who think they feel fine should take the preventive approach. You might feel fine today, but what about tomorrow? Don't wait for the pain to come – check your work stations and working conditions now to ensure you remain fit and healthy tomorrow." ©

NIC TOWNSEND

### ERGONOMICS GUIDELINE

The Ergonomics Guideline is available in multiple languages in VGMS on Violin. If you would like to learn more about ergonomics, the Volvo Group University offers a number of training programmes.

ERGONOMICS  
Guideline

Understanding 2017





"Ergonomics is for everyone – not just ergonomists," stresses David Brard. The new Ergonomics Guideline is designed to be accessible and easy to use.

PHOTO: NICOLAS DARTAILH

## WHAT HAPPENED NEXT?



Since the first issue in 2015, a lot of exciting people and initiatives in the Volvo Group have been highlighted in this magazine. Here we find out what happened next.

## Certified dealers spread across North America

IN ISSUE 2/2017, *Volvo Group Magazine* visited Bruckner Truck Sales in Dallas, USA, which is one of 95 Certified Uptime Centers in North America. The initiative involved introducing best practices and new ways of working at Volvo Trucks and Mack dealers.

# 126

Since publication, the number of certified dealers has increased to 126.

# 20

It has been shown that, at these dealerships, check-in times are 20 minutes faster and dwell time has been reduced by 1.5 days.

# 13%

Dealer efficiency has increased by approximately nine per cent, while sales have increased by 13 per cent.

At the time of writing, over 70 per cent of dealerships in the top 34 markets had been certified. "Each dealer works at a different pace and we are working hard to complete our objective to certify all major markets," says Phillip Swaim, Director Network Uptime Development, Volvo Group North America.

WHAT STORY DO YOU WANT US TO FOLLOW UP?  
Send an email to [groupmagazine@volvo.com](mailto:groupmagazine@volvo.com)



## The race that must be won

By 2050, there could be more plastic than fish in the sea. The Volvo Group wants to use the Volvo Ocean Race as a platform to fight this trend.

TEXT MARIA SKÖLD PHOTO VOLVO OCEAN RACE

**F**OR MOST PEOPLE, the Volvo Ocean Race is about excitement and drama, with seven teams going through unimaginable hardships as they compete to be the first to cross the finishing line in The Hague in June 2018. But increasingly, sailors also tell a more chilling tale about another race against time.

"Sailors testify that they find plastic everywhere in the sea, further and further away from the shores. We have therefore decided to use the Volvo Ocean Race as a powerful tool to change people's behaviour when it comes to plastics," says Bill Law, who is a member of the Volvo Ocean Race Board.

This is done in three ways: by being a role model, by conducting scientific research from the participating yachts and by using the race itself as a communication platform.

When it comes to advocacy, the Volvo Ocean Race has joined forces with the UN Environment's Clean Seas Campaign, which was launched in February 2017. In seven port cities, decision makers, business partners, scientists and NGO's are invited to special Ocean Summits. Erik Solheim, Head of UN Environment, was a keynote speaker at the first of these, held in the Spanish city Alicante last October.

"Marine plastic pollution is a global problem that needs global solutions. Through the #CleanSeas campaign, UN Environment is bringing together countries, companies and citizens who are committed to protecting our oceans. We are so excited that the Volvo Ocean Race has joined this effort and hope that, through this partnership, we will see even more commitments. Together, we can turn the tide on plastic," Erik Solheim said. ☺

## 3 AREAS OF COMMITMENT

### ROLE MODEL

The 2017-18 Volvo Ocean Race is run in partnership with, among others, the UN Environment's Clean Seas Campaign. From transport to construction and hospitality, all activities are organised in accordance with the ISO 20121 standard for sustainable events.

### RESEARCH

All participating yachts are fitted with equipment that gathers different kinds of meteorological data and information on ocean composition and currents.

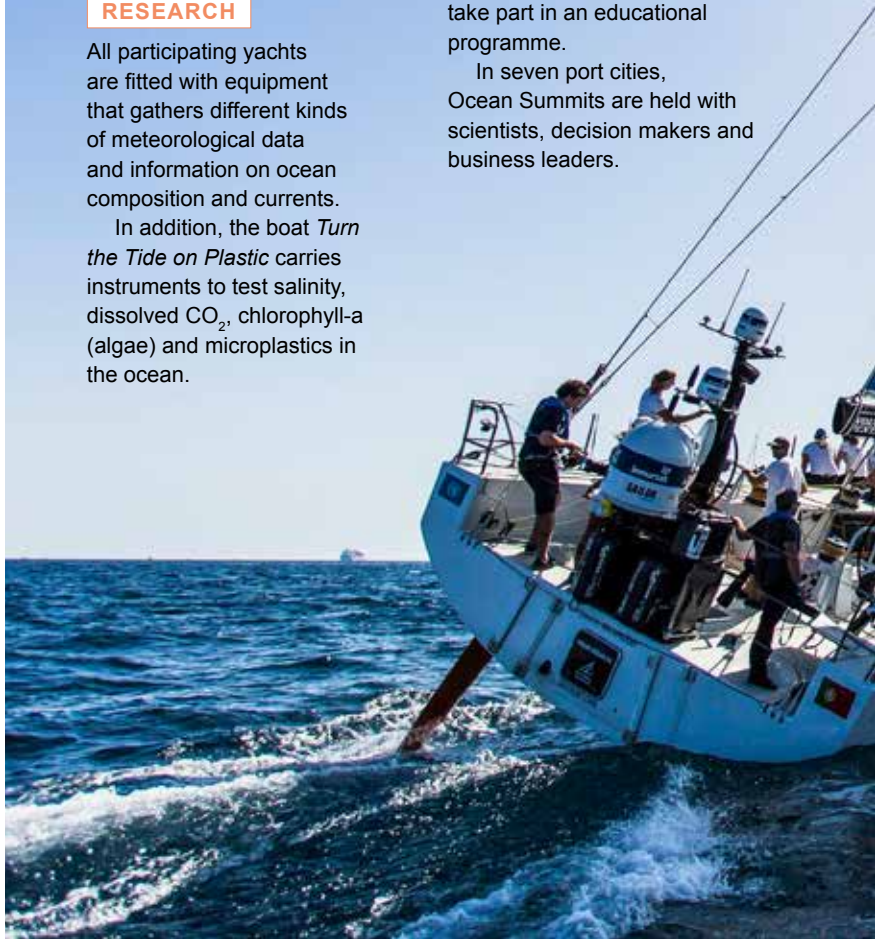
In addition, the boat *Turn the Tide on Plastic* carries instruments to test salinity, dissolved CO<sub>2</sub>, chlorophyll-a (algae) and microplastics in the ocean.

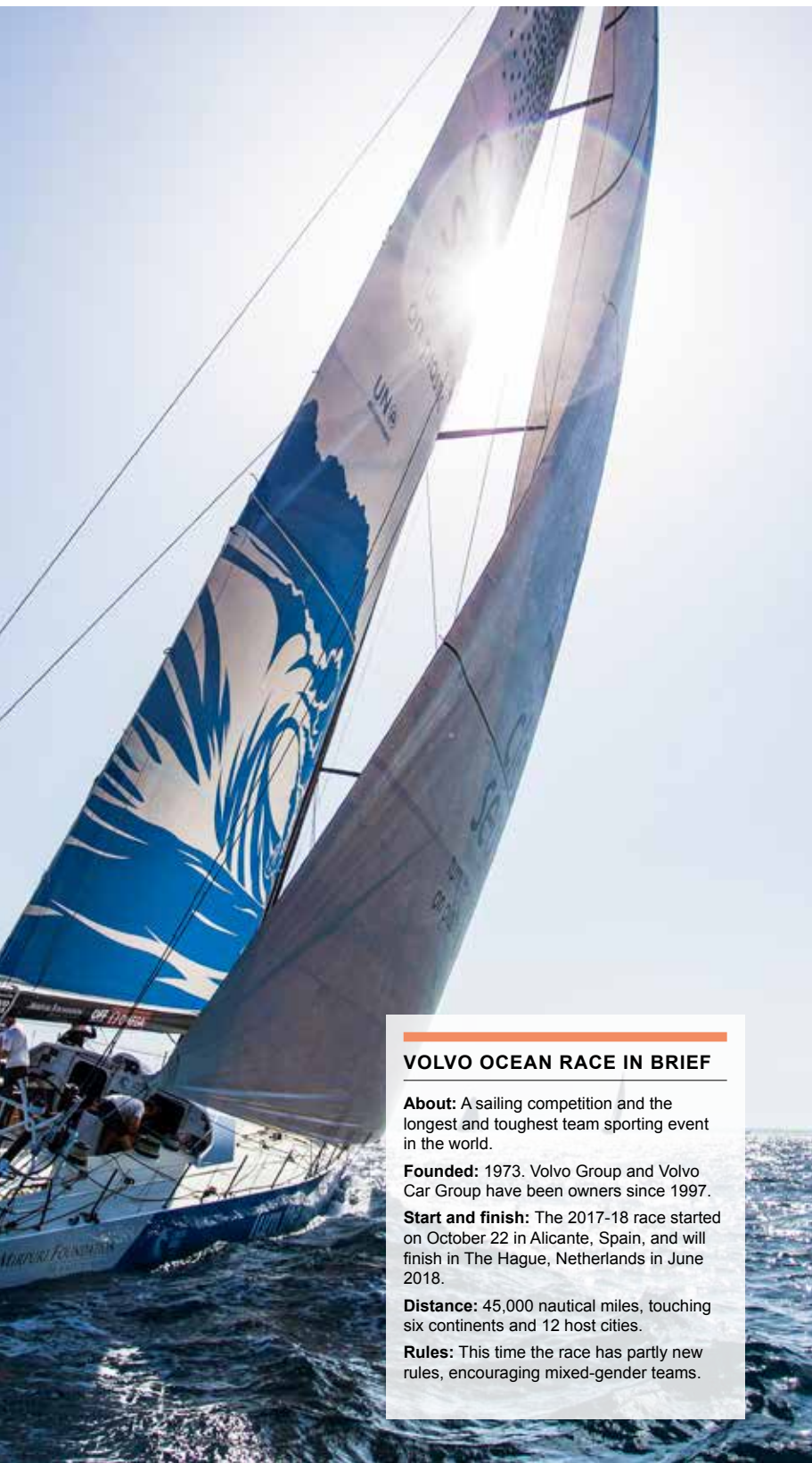
### COMMUNICATION

The 2.4 million visitors to the Race Villages in 12 countries learn about ocean health and are asked to make a commitment to turn the tide on plastic.

20,000 school children will take part in an educational programme.

In seven port cities, Ocean Summits are held with scientists, decision makers and business leaders.





#### VOLVO OCEAN RACE IN BRIEF

**About:** A sailing competition and the longest and toughest team sporting event in the world.

**Founded:** 1973. Volvo Group and Volvo Car Group have been owners since 1997.

**Start and finish:** The 2017-18 race started on October 22 in Alicante, Spain, and will finish in The Hague, Netherlands in June 2018.

**Distance:** 45,000 nautical miles, touching six continents and 12 host cities.

**Rules:** This time the race has partly new rules, encouraging mixed-gender teams.

## Volvo Group plays its part



Malin Ripa

For business, plastic brings both benefits and challenges. In production, it can be a light, flexible material that reduces weight and contributes to energy savings.

But scientists and society are increasingly becoming aware of the massive problems caused by plastic ending up in the wrong places, such as the oceans.

The Volvo Group has worked for many years to reduce its use of single plastics and to keep packaging at a minimum.

“We try to find solutions that let us use as little single plastics as possible. One good example is the blue boxes used for transports from suppliers and in plants that have significantly reduced the need for wrapping,” says Malin Ripa, Senior Vice President CSR Management Volvo Group.

Another key area is the handling of waste, where the Volvo Group has established increasingly efficient processes for waste management and recycling, based on the available infrastructure in each country.

“Not least important is to avoid sending waste to landfills, as they might leak substances to surrounding land and seas,” says Malin Ripa.

For the automotive industry, an important issue to tackle is the problem with tyres releasing micro plastics, where the Volvo Group is working with its suppliers to find a solution.

“There is a lot that needs to be done, but we also see important new research and more regulations from governments. By maintaining our focus on the issue and raising awareness, there is cause for optimism,” says Malin Ripa.



## 7 tips to reduce your plastic footprint

Plastic is devastating the world's marine life and slowly destroying our oceans. But there are lots of small things that each of us can do to reduce the amount of plastic in the world.

*The equivalent of at least one truckload of plastic is dumped into the ocean every minute.*

- 1 Remember your reusable shopping bag.
- 2 Use a refillable water bottle.
- 3 Say "no, thanks" to plastic straws, disposable cutlery and plastic coffee lids.
- 4 Bring your own coffee cup for take-aways and at work.
- 5 Don't use products containing micro-beads.
- 6 Choose alternatives to disposable plastic razors, pens, tooth brushes and wipes.
- 7 Join or start a plastic pollution clean up group, e.g. to clean the beaches.

*There are more micro-plastic particles in the ocean than there are stars in the galaxy.*

*From this issue onwards, Volvo Group Magazine will be delivered without plastic wrapping.*

PHOTO: VOLVO OCEAN RACE

# Create value and drive loyalty... a Services Mindset

**V**OLVO FINANCIAL SERVICES began a mission in 2015 to be “Best Captive in Industry” – defined by three aspirations.

We have taken a strong hold of *Employer of choice*, building a workforce that is engaged, connected and passionate. We are doing the right things to *Deliver shareholder value*, relying on market colleagues to execute local strategies that deliver our value proposition to customers of speed, ease of business, knowledge and expertise, and relationship. We have also made progress towards becoming *Provider of choice*, with good customer and dealer satisfaction and a #1 position in most markets where VFS operates.

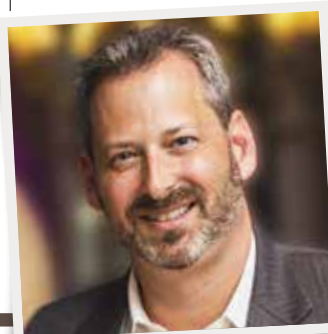
But we are challenging ourselves to do more. We want to create so much value for customers and dealers that they think about the Volvo Group’s brands before our competitors, and we want to be a stronger driver of customer loyalty. In VFS, we call these ambitions the ‘Services Mindset’, supported by a five point agenda (see fact box).

To measure VFS’ progress on the agenda, we have embraced several ‘value measures’. Beyond traditional performance results, such as sales and penetration, we want to tell a measured story of how VFS facilitates the total offer, enhances brand loyalty, and drives service revenues. We want to be the most important financial services business

partner for brand partners and dealers, helping to deliver on the Group vision to be the most desired and successful transport solution provider in the world. This is when we will know we have become *Provider of choice*, getting us that much closer to “Best Captive in Industry”.

## The Services Mindset agenda

- ▶ Increase integration with our brand partners prior to point of sale.
- ▶ Make it as easy as possible for customers to access Group products and services by selling as a total offer.
- ▶ Position and integrate VFS products to drive more service revenue for the Group.
- ▶ Deliver exceptional brand experience at each VFS customer touch point.
- ▶ Lead through rapid changes occurring in our industry to stay ahead of the competition and deliver products and services that help customers be successful.



THIS GUEST COLUMN IS  
CONTRIBUTED BY  
**SCOTT RAFKIN**,  
PRESIDENT VFS



# WHAT YEAR IS IT?

It would prove to be a significant year for both the Volvo Group and the world in general. Can you guess which year it was from these monumental events?

■ Renowned jazz trumpeter Miles Davis records *Kind of Blue* in New York, an album widely regarded by many critics as the greatest jazz recording of all time.

■ Alaska and Hawaii become the 49th and 50th states of the USA, and two extra stars are added to the US flag.

■ At the New York Boat Show, Volvo Penta launches the new Aquamatic drive. By combining the benefits of both inboard and outboard engines, it immediately starts a revolution in the boating industry.



ILLUSTRATION: KEN NISS

■ Asterix the Gaul makes his first appearance in the French magazine *Pilote*. He goes on to star in a long-running series of comic books that sell in their millions all over the world. The most recent book was published in 2017.

■ Volvo unveils the first ever three-point safety belt – one of the most important innovations in road safety ever made. After Volvo waives its patent, it quickly becomes the universal standard in the automotive industry and remains so today.

■ The Cuban Revolution comes to an end when Fidel Castro and his rebel army enter Havana and overthrow Fulgencio Batista's government. He will stay in power until his retirement in 2008.

■ French truck manufacturer Berliet – the predecessor of Renault Trucks – embarks on 'Mission Berliet-Ténéré', a trans-Saharan expedition to demonstrate the robustness of its vehicles. Despite harsh desert conditions, it successfully covers 10,000 km in 50 days.



## Win a Volvo Iron Mark Backpack!

Three lucky winners will receive a functional backpack with the Volvo iron mark. A padded laptop section and a removable water-repellent cover make it easy to combine work and leisure. Read more at [www.merchandise.volvo.com](http://www.merchandise.volvo.com). Email your answers to [groupmagazine@volvo.com](mailto:groupmagazine@volvo.com) no later than 31 March 2018. Write "The Year" in the subject line and remember to include your name and address. Any additional customs duty must be paid by the winner.

The winners of the quiz in Volvo Group Magazine #4 2017 were: Susanne Jensen, Sweden, Denys De Wilde, Belgium, Viveka Pihlquist, Sweden, Etienne Laviron, France, and Patrik Christensson, Sweden. The correct answers in #4 were: 1A, 2C, 3A, 4B, 5A, 6C.

**VOLVO**