

Volvo Group magazine 2.2016

“I learn something
new every day.”

Anders Larsson, Volvo CE
Eskilstuna, Sweden

BEYOND WORDS

WHY LANGUAGE IS A HOT
TOPIC FOR BUSINESS

CUSTOMERS RULE

THE NEW STRATEGY
SHOWS THE WAY

THE YELLOW SQUARE

A SIMPLE BUT GENIUS IDEA
TO PROTECT DRIVERS

YOUNG TALENT

Different ways to find
the employees of tomorrow

How we move forward

We made great progress last year with improved performance in all business areas. Our brands really connect with people in our markets. We have a number of innovative and new products and service solutions that are well received by our customers. This is a great launch pad for when we move forward with a new organisation and a clear set of aspirations.

We want each brand to be a leader in customer satisfaction in its segment and for the Volvo Group to be the most admired employer in our industry. This will give us the profitability to invest in new products, innovations and most importantly in people.

Based on our new values; Customer Success, Trust, Passion, Change and Performance, it is time for a new era to begin. Let's make sure we embrace it.

We're going to make sure that we systematically try to improve everything we do. In our customer relations, in product development, in the plants, in the aftermarket, in the offices and in our workshops. To succeed we need to develop the quality in all areas of our business and to simplify decisions and actions!

We are going to make sure that we have world-class delivery precision and parts availability. Customers expect that.

We are going to make sure we have the best product at every time for our customers, with continuous introductions. Customers do not wait.

We are going to make sure that we have world-class customer understanding in

every part of the value chain. Customers will be impressed.

It is fun – really fun – to experience how you improve performance day-by-day. And when you have fun others will want to join in. Customers will love the results but also the efforts they see we are making.

I want us to put the Volvo Group in such great shape that we all wake up on Monday mornings and wonder – why don't we have 100 per cent market share?

In order to create an environment in which continuous improvements really make a difference, transparency is key.

We must be able to talk about real problems and how we solve them. I want everyone who sees something that is not going according to plan – to act. If we miss a deadline, the project is not green and on track just because we change the deadline. In a continuous improvement organisation we must love a deviation since it is the start of an improvement and a better solution for our customers.

This is why Trust is such an important value. Trust goes both ways.

I trust you to tell me the truth. You can trust me to treat you fairly when you do.

MARTIN LUNDSTEDT
PRESIDENT AND CEO,
VOLVO GROUP



"I'm honoured. Our industry will continue to take its responsibility for reducing CO₂ emissions from new vehicles."

MARTIN LUNDSTEDT
AS HE BECAME
ELECTED CHAIRMAN OF
THE EUROPEAN AUTOMOBILE
MANUFACTURERS' ASSOCIATION
(ACEA) FOR 2016.

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One Group, many languages

SPECIAL Collectively, the Volvo Group's global team speaks a rich and diverse range of languages and each one is a valuable asset.

10 Customers in focus

Ian Fairbairn and Vit Hrabanek, General Manager of company Helicar in the Czech Republic, discussed the importance of customer relations at the recent Volvo Group Leadership Summit.



30 Cleaner transport for Scotland's capital

Volvo 7900 Hybrid buses have become a common sight on the streets of Edinburgh and will be joined by the new 7900 Electric Hybrid in 2016.

34 Safety made simple

Volvo Group Logistics Services in Ghent won the Health & Safety Award for their simple yet effective idea that has made the workplace safer.



44 Scouting for talent

The Volvo Group is constantly on the lookout for talented young people. We meet three exciting prospects as they begin new careers.

ALWAYS INSIDE

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New centre of competence

A SYMBOLIC THREEFOLD ROBOT TOAST marked the official opening of the Volvo Cab Competence Center at the GTO Cab plant in Umeå, Sweden, last December. "We are very proud of the trust and responsibility that come with the assignment. I am convinced that Volvo Cab Competence Center will be an effective platform to develop future cabs with the highest quality for Volvo Group customers," said plant manager Mona Edström Frohm.

The Competence Center will support the development of new product concepts for cabs, as well as developing and introducing innovative and profitable manufacturing technologies in the areas of stamping, body in white and surface treatment. It will be a hub for collaboration between Volvo Group experts and external partners, such as Umeå University and suppliers.

PHOTO: JAN LINDMARK



PHOTO: COMMERCIAL MOTOR

Renault Trucks T 520 – the best cab for sleeping

A TRUCK IS SO much more than just a transportation vehicle. For the driver it is also an office and a home away from home. UK magazine *Commercial Motor* decided to put seven trucks to the test to find out which had the best sleeper cab. The trucks tested were DAF XF, MAN TGX, Volvo FH16 Globetrotter XXL, Renault Trucks T 520 maxispace, Iveco Stralis, Mercedes Actros and Scania R730.

And the winner: The Renault Trucks T

520 maxispace. "It was hard to find anything to criticise, however deeply you looked. It was obvious from the attention to detail that its designers had actually taken the time to discover what matters to a resident driver," was the test verdict.

Although defeated by its sibling, the Volvo FH impressed with its attention to detail and, in particular, its excellent balance of storage and living space.

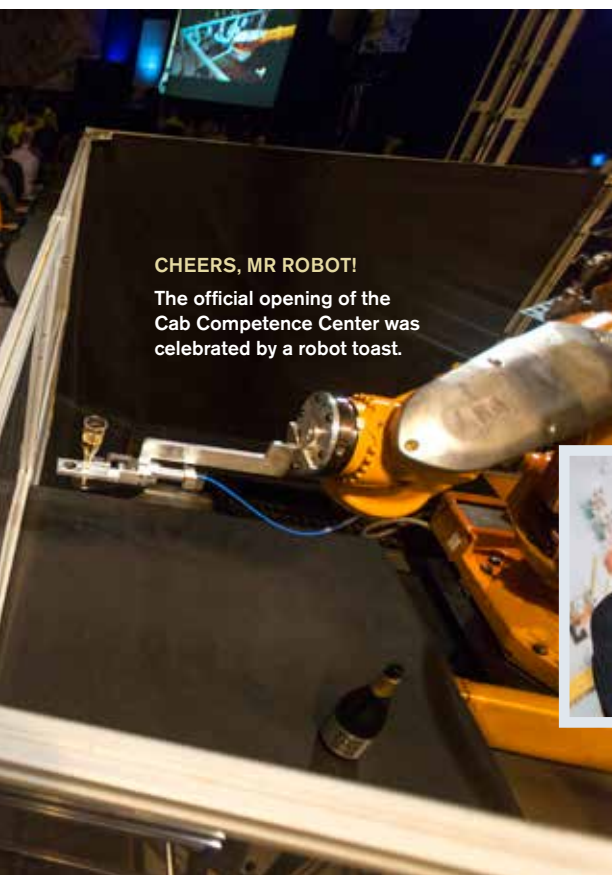


Renewable diesel approved for Mack trucks

Following extensive truck and engine testing, Mack has approved the use of renewable diesel fuel in all Mack engines. Renewable diesel fuel delivers performance similar to diesel refined from petroleum but with several additional customer benefits, including reduced greenhouse gas and particulate emissions, as well as reduced maintenance costs.



PHOTO: COLOURBOX



CHEERS, MR ROBOT!
The official opening of the Cab Competence Center was celebrated by a robot toast.



Mona Edström Frohm,
Plant Manager



"Umeå has high competence and a large Volvo heart," said Olivier Vidal de la Blache, SVP GTO COE (Cab Over Engine).



Robo Cop Challenge

Through the Robo Cop Challenge, teams in Gothenburg and Lyon were invited to program a robot to tackle an obstacle course, complete with bad guys to destroy and civilians to protect. The competition is part of GTT's ongoing efforts to promote innovation.

"To really innovate, we need to go beyond the tools, using our own code to program something different," says Fredrik Svensson, Technology Specialist and Software Engineer.

Fredrik Svensson has also organised a series of so-called "Hack Days", during which team members may spend a few hours a month working on a project that uses their technology specialisation to create an innovation that is not directly related to their work.

8.2
per cent

is the Volvo Group's operating margin for the full year 2015 (excl. restructuring charges). The corresponding figure in 2014 was 3.0 per cent.



PHOTO: MALIN BERTINSSON

Suspended table makes assembly work safer

Inspired by their colleagues in Umeå, Team 6B at cab trim at the GTO Plant Tuve in Gothenburg, proposed a suspended table to make assembly work safer and more ergonomic. The table makes it possible to have tools and materials close by and all air hoses are fixed to the side of the table instead of becoming a tripping hazard. In addition, the number of steps taken during assembly is cut by 73 per cent.

Michael Andersson and Ahmet Magomadov,

previously from the Umeå Plant, explained the benefits involved to their new colleagues. The Tuve Plant was able to inherit the equipment from Umeå, as cab assembly closed there last summer. "We are already noticing that work has become far better ergonomically," comment Anders Fredriksson and Bilal Daouk.

The smart proposal has won an award as part of the Tuve Plant recognition programme "Framgången" (The success).



PHOTO: JUHA ROININEN

The PL4608's lifting capacity and stability are perfect for handling large, heavy pipes with ease.

CAREFULLY LAID PIPES

Volvo CE pipelayers were used on both sides of the border to allow gas to flow from France to Belgium for the first time. The 36-inch diameter pipe runs for 74 km and this joint operation enables the transmission of eight billion cubic metres of natural

gas between the two countries.

As with any pipeline, archaeologists were given access to the site before work began. Given the geographical location and the region's history, both historical records and on-site detection methods

determined the need for specialist demining operations. Archaeological studies were also conducted to ensure that any buried, unexploded munitions – mainly remnants of World War I – were safely recovered.

Volvo Bus Australia – Supplier of the Year

Volvo Bus Australia delivered more units in 2015 than the previous year, making Volvo the market leader despite fierce competition and a declining market. In addition, the team won the Bus Industry Confederation's 'Supplier of the Year Award'. It was presented to Volvo Bus Corporation

and CMV Truck & Bus, through their commitment to Women on Board activities and encouragement of diversity and new initiatives. "Volvo prides itself on continuous improvement with a strong customer focus. We will continue in 2016," says Sean Copeland, General Manager Volvo Bus Australia.

Another achievement was the build and delivery of Volvo Bus Australia's first doubledecker, the B9TL.

John Louder, Branch Manager CMV Volvo Bus & Coach, Wayne Patch, Chairman of the Bus Industry Confederation and Sean Copeland, General Manager Volvo Bus Australia



PHOTO: ABC MAGAZINE

Safe as the Bank of France

Renault Trucks recently delivered several armoured T 430s to the Bank of France, each equipped with a number of specific solutions required by this kind of assignment.

"For example, we protected the vehicle with a special kind of armour plating and also altered the wheelbase to make it as manoeuvrable as possible," explains Bruno Carrara, sales manager for Renault Trucks.



PHOTO: RENAULT TRUCKS

Thank you for the feedback!



How about the editions?

Several participants question the reasoning behind having three magazine editions; Sales, Technology and Operations. The aim is to include stories closer to your work – which many have requested – so that the magazine feels more relevant; for example, stories from Operations for colleagues receiving the Operations edition.

There are three dedicated stories for each edition. In this issue they can be found on pages 26–29, 34–37 and 44–46. The rest of the content is the same for all employees. All editions and languages are available on Violin.

Mix of content

The *Volvo Group Magazine* is one of several communication channels. We want the content to provide a context and be experienced as relevant, trustworthy, inspiring and easy to grasp. Some topics are not optimal for the magazine due to the long lead times and the global spread. The content and how it is communicated is balanced from issue to issue.

TOWARDS THE END OF 2015, employees took part in focus groups to evaluate *Volvo Group Magazine*, after the three first issues had been published. Thank you for providing the editorial team with so much valuable input!

You have praised the magazine for being a relevant source of information, uniting the many areas of the Group, providing clarity and showcasing best practices. You have also told us that some content is too far away from your daily work and that the magazine is sometimes too positive in spirit. And a lot more pros and cons.

Some of your improvement ideas have now been implemented starting with this issue:

- ▷ Page 2 is dedicated to our CEO Martin Lundstedt. His column is important and read by many people, so more space is dedicated.
- ▷ The size of the text font has increased.
- ▷ We now include a quiz on the last page and the chance to win prizes.
- ▷ You want to read more about the industry and our competitors. We have asked Business Intelligence to share some insight (see pages 38–39).
- ▷ You want to read and learn more about our customers. We agree and will continue to share stories about our customers in different parts of the world.
- ▷ You want a better on-line experience. A flip version in some languages is the first step.

THE DEVELOPMENT OF the magazine is on-going and your opinions and comments are valuable input in this process, so please continue to send your thoughts to groupmagazine@volvo.com

You are also welcome to join our readers' panel for more continuous feedback.

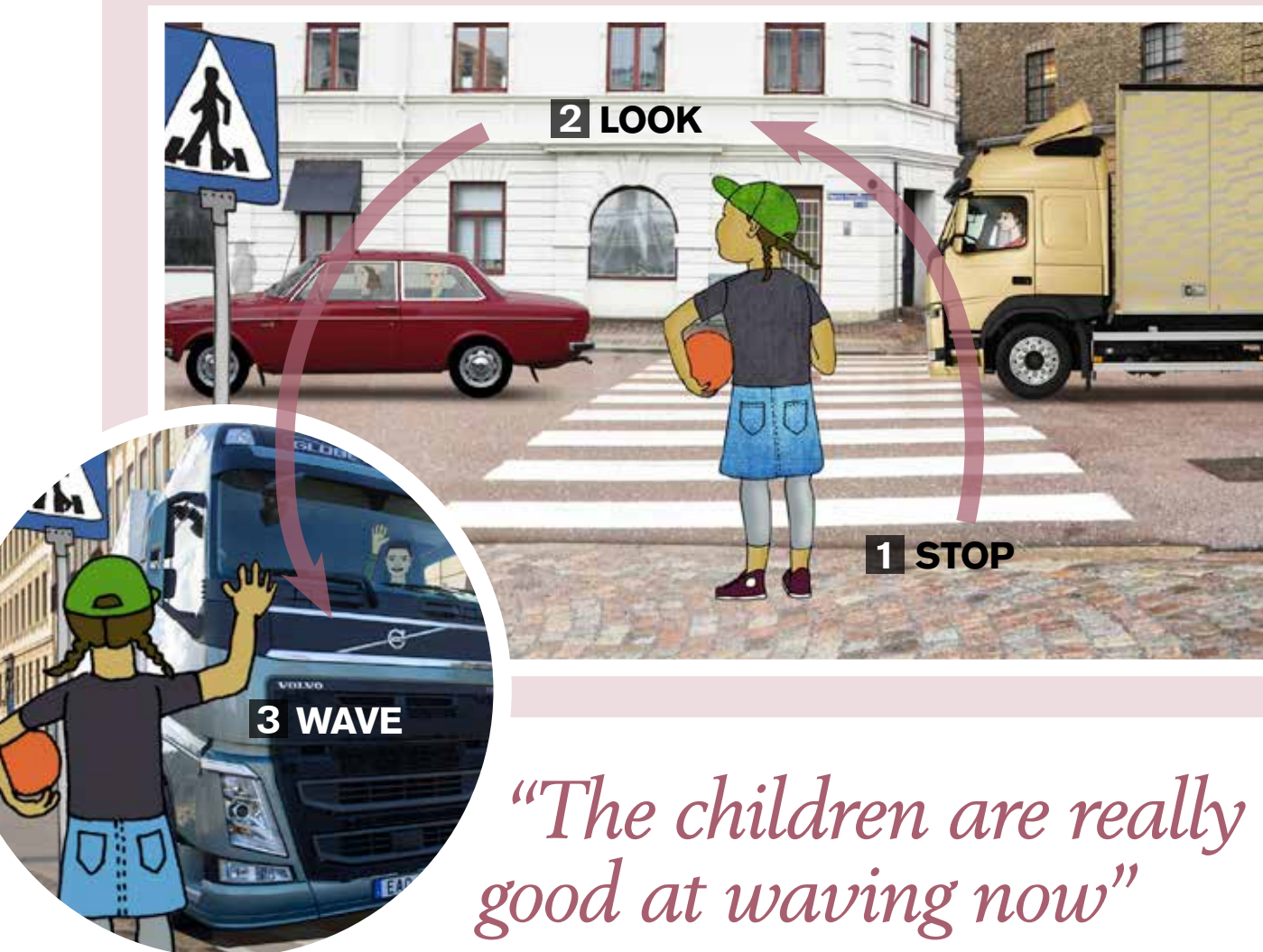
ANN-MARI ROBINSON,
EDITOR-IN-CHIEF

132
colleagues, at

13
sites, in

8
markets took part in
focus groups





“The children are really good at waving now”

THANKS TO HAULAGE company owner Patrik Björkman and the Volvo Group’s “Stop, Look, Wave” campaign, more than 2,500 children in southern Finland now know how to behave around trucks.

Patrik Björkman owns 30 trucks and his company BB Kuljetus, based in the city of Borgå, ships goods to around 2,000 customers every day. He and his drivers often witness children who do not really pay attention when interacting with road traffic. Patrik Björkman himself has a son, who has started school and has to make his way through traffic.

“My concern for him, together with the things I see as a driver, meant that I knew I wanted to do something practical,” he says.

Patrik Björkman got in touch with his Volvo dealer to ask for help and discovered the global “Stop, Look, Wave” campaign aimed at schoolchildren all over the world. Last autumn, he visited 15 schools, teaching children how a truck operates and what truck drivers can and cannot see from their drivers’ seats.

The children learned how important it is to stop at the side of the road, make eye contact with the driver and make yourself visible by waving before crossing a road. “It’s fantastic. The children are actually really good at waving now.”

The good initiative quickly spread to media and to other haulage firms.

SUSANNE HANSSEN

Finnish children learning how to behave in traffic.



Quality award to GTO Curitiba

Volvo Group internal awards are presented annually to teams that have made exceptional achievements in the areas of Quality, Safety and Environmental Care.

"We are really proud and this strengthens our sense of belonging. We definitely feel we are on the map and generate knowledge," says Fábio Warnecke, acting Director Logistics Services, Curitiba, Brazil.

He received the 2015 Quality Award, together with his colleagues Luiz Bohatch, acting VP GTO Powertrain Production, and Jorge Marquesini, VP GTO Cab & Vehicle. The award was given to the whole GTO Curitiba site – which is regarded as an organisation with outstanding accomplishments in quality, customer satisfaction and competitiveness.

"Quality, continuous improvement and employee engagement are embedded in our environment," says Jorge Marquesini.

Read more: About Curitiba and the work behind the Quality Award in Volvo Group Magazine #3.



PHOTO: EMERSON SANDERS



Do you want to learn more about Quality and how you can contribute? Take this five minute e-learning: www.volvogroup.com/qualityfilm

The 2015 Safety Award was given to the "Stop, Look, Wave" campaign and the 2015 Environmental Care Award was given to the "Construction Climate Challenge" initiative, referred to as the CCC programme.



This smart trailer makes it possible to obtain more accurate comparisons in tyre testing.

PHOTO: PONTUS JOHANSSON

Testing tyres with a smart trailer

Since rolling resistance accounts for around 30 per cent of a long distance truck's fuel consumption, Volvo Group wants to provide customers with the best possible tyres for every application.

To evaluate and compare different tyre brands for rolling resistance, a custom trailer built by engineers at GTT is used at test tracks.

"The trailer is equipped with

an accurate force sensor placed so that the air resistance is not included in the force measured. This makes it possible to obtain more accurate comparisons between different manufacturer's tyres on real asphalt with different loads," says project manager Per Larsson, GTT.

With these measurements, it is easier to recommend the optimum tyres for every customer, based on their own operations and driving conditions.

VGU ACADEMIES IN PLACE

The Volvo Group University is now fully operational and offers training for all Volvo Group employees, to meet business needs. The globally accessible portfolio covers all major competence areas in the following eight academies:

- ▷ Volvo Group Fundamentals
- ▷ Leadership & Management
- ▷ Sales & Marketing
- ▷ Operations
- ▷ Engineering & Purchasing
- ▷ Project Management
- ▷ Process & IT
- ▷ Finance and HR

Employees can browse for training in Navigator, the Volvo Group's system for managing training.



PHOTO: SÖREN HÅKANLIND

PASSION FOR CUSTOMER SUCCESS

The meeting with the customer determines everything. The Group's new strategy turns the spotlight on customer relationships that build success. The vision is to be the most desired and successful transport solution provider in the world.

TEXT ANN-MARI ROBINSON PHOTOS CICCI JONSON

“**L**ogistics is the backbone when it comes to driving welfare and prosperity in society. We see that the demand for transport will increase for our customers and for our customers' customers and this will have to be done in a sustainable way. We want to be part of building this future,” says President and CEO Martin Lundstedt.

“Everything starts and ends with retail; that's where we meet our customers and listen to their needs and wishes. Our customers must succeed

if we are to succeed. That's why our customers' success is vital for us.”

Long term the Group strives to have leading customer satisfaction for every brand in their individual segments, to be the most admired employer in our industry and to have industry-leading profitability.

“Profitability gives us the freedom to design our own destiny. The Group has achieved the size and scale but not the profitability. The period we are leaving behind us has been important and has focused very largely on brand positioning,



“One of the main reasons we value the relationship with Mack is their dealer network and the proximity of those dealers to our site.”

Marty Tufte, Corporate Fleet Director, Waste Management, Phoenix, USA



“I value my relationship with UD Trucks like a marriage. I’m in for it for the long haul, due to the reliability and low cost to operate.”

Trys Schroeder, Member, TM Crane & Transportation Projects CC, Johannesburg, South Africa



“What we value most in Renault Trucks is their reliability. It’s a safe, robust truck. The driver knows exactly what to expect.”

Miriam Moreira, Quality Manager, PML Transportes, Vila Do Condo, Portugal

cost efficiency and product renewals. The time has now come to move into a new phase with improved performance and organic growth,” says Jan Gurander, Deputy CEO and CFO.

For this reason, the Executive team has mapped out the Group’s direction using a number of strategic priorities. For example, heavy trucks are identified as an important pillar for the Group. The strategy also recognises the importance of strengthening Volvo Trucks’ position as a leading global truck brand in the premium segment. Securing profitability by finding better, less expensive solutions when it comes to product development, purchasing and production and avoiding expensive quality shortcomings which impact customer satisfaction are other strategic priorities.

COMMON VALUES MUST SPREAD throughout the Volvo Group and help realise organisational objectives and strategic priorities. It is a question of increasing customer focus, trusting each other and the decisions that are made, feeling passion, pride and engagement in everyday work, recognising the opportunities change offers and delivering results which in turn create future possibilities for the Group.



Five common values that summarise Volvo Group culture: Customer Success, Trust, Passion, Change and Performance. Participants at the Leadership Summit list what they perceive as strengths.



"Everything starts and ends with the customer," says Martin Lundstedt. Here together with customers from different parts of the world who were invited to the Volvo Group Leadership Summit to share their expectations of the Group.

Martin Lundstedt and his team have agreed on these values following a long process in which hundreds of managers have taken part in discussions. These values express the desired corporate culture and represent a revitalisation of what was previously known as The Volvo Way.

"These values are the outcome of the way we act every day, what is core to us and what unites us as employees. It's important to have fun as well and feel joy about coming to work. I believe these values will contribute to that," says Martin Lundstedt.

The new strategy was presented during the Volvo Group Leadership Summit in February. Managers are encouraged to discuss the contents with their teams and, through dialogue, determine what this strategy means for their teams.

"We are sitting on a gold mine – we have the products, the employees and the brands. We are strong and we are global. Now it's about uniting in our efforts to do what we do a little bit better every day. For both our customers and for ourselves," says Martin Lundstedt. ☉

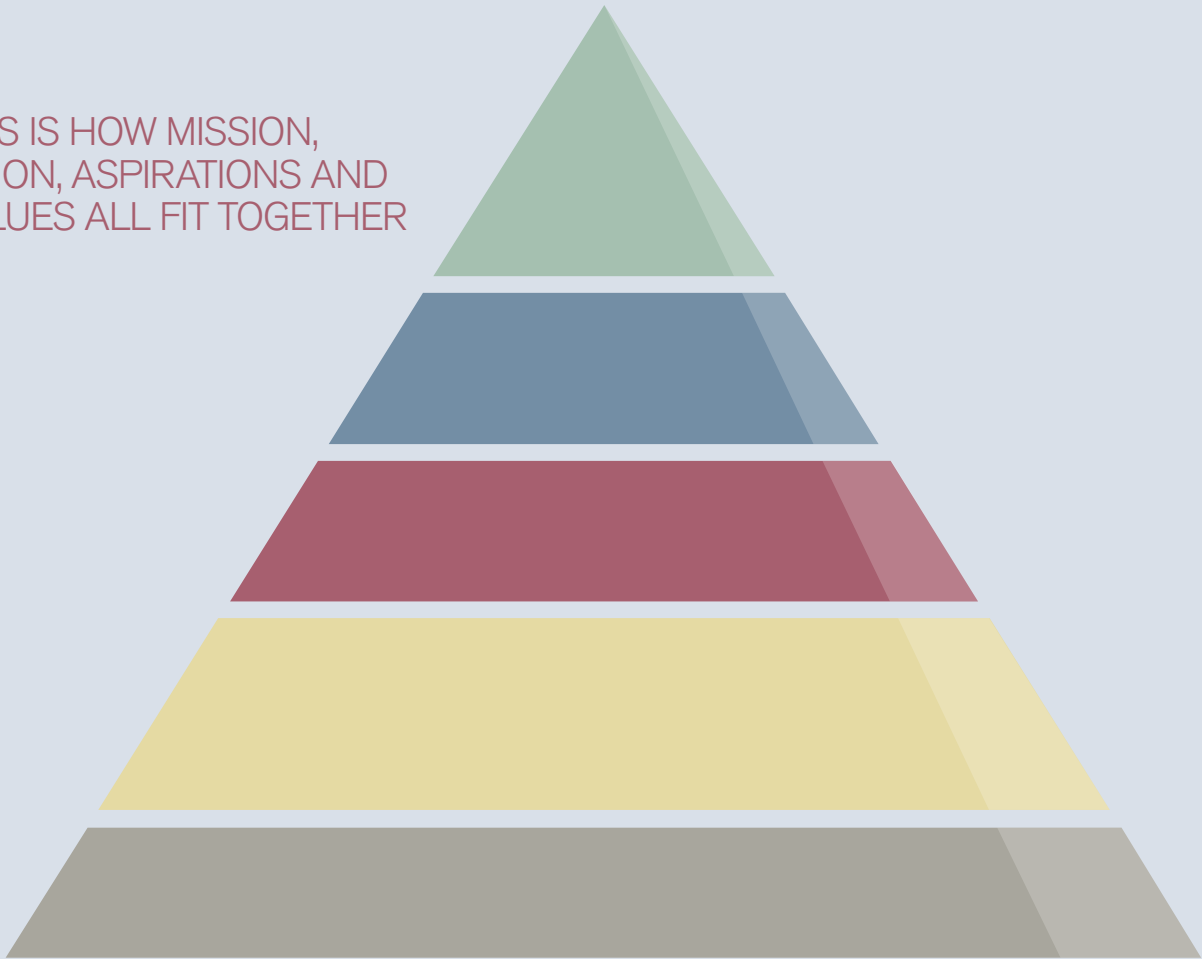


"We expect from Volvo that they continue with all these brake and assistant systems that help to avoid accidents. As well we expect future improvements in fuel consumption."

Hans-Peter Dreier, CEO, Dreier AG, Suhr, Switzerland

! Read more about the new strategic direction on Violin.

THIS IS HOW MISSION,
VISION, ASPIRATIONS AND
VALUES ALL FIT TOGETHER



Decisions closer to the customers

With the aim of becoming an even better business partner for customers, a new Group structure is in place since 1 March.

Separate sales organisations have been created for each of the four truck brands. "We will gain a simpler organisation in which decisions are made more quickly and in closer cooperation with the customer," says Martin Lundstedt.

Group Trucks Technology (GTT) and Group Trucks Operations (GTO) will remain, while Purchasing becomes its own division, Group Trucks Purchasing (GTP).

"We want to combine the best of two worlds: synergies by

having global organisations for manufacturing, product development and purchasing but still clear leadership and responsibility for each brand to make sure that customer needs are understood throughout the entire organisation," says Martin Lundstedt.

New forums have been introduced to create a more customer-oriented operating model – quarterly business meetings with all areas, monthly sales and volume-planning meetings, monthly quality

follow-ups with speedy decision making and monthly product meetings with customer needs topping the agenda.

The Volvo Group now consists of three truck divisions, ten business areas and four Group functions. The business areas are accountable for their individual performances. The highest Group management team, the Executive Board, includes the truck business and Volvo CE. All the business areas are included in the wider management team.

*Ska vi
ta en fika?*

Howzit!

Cosa possiamo
fare per aumentare
le entrate?

Как тебя зовут?

当然

نتمنى لكم اجمل رحلة

*Comment
traduire notre
savoir faire
en anglais?*

;)

I am the new VP
working with VPS
at GTP. Contact
me ASAP.

**Let's make
a plan!**

¡Buenos días!
¿Cómo puedo
ayudarle?

?

お会いできて嬉しいです

**"Nu har vi nått ett
turnaround-läge!"**

GLOBALLY SPEAKING

A global company is also a multilingual company. Meeting customers in their own language and communicating clearly in a global world is a competitive advantage. To understand each other and the market – language is key.

TEXTS: LINA TÖRNQUIST, LINDA SWANBERG AND ANDREAS KARLSSON



Jabulani Mkhwebane is the transport manager for SMP CUB Logistics, a medium-sized haulage company based in Johannesburg. The company has a fleet of 116 trucks, mostly Volvos. When something goes wrong, Jabulani Mkhwebane has contact with Uptime Solutions. He thinks it is good to get help in his native Zulu.

SUPPORT IN *Zulu* 24/7

In South Africa, there are 11 official languages. The team at the Uptime Solutions Centre in Johannesburg speak them all to meet the needs of customers in every region of the country.

TEXT & PHOTOS ANDREAS KARLSSON

JABULANI MKHWEBANE nods thoughtfully. Yes, every minute one of his 116 trucks is stationary costs him a great deal of money. Finding parts and service technicians is not always easy, so the support he receives from Uptime Solutions is decisive.

He is the transport manager at SMP CUB Logistics, based in Johannesburg, South Africa. The company's trucks operate throughout the region, mostly transporting coal.

Jabulani Mkhwebane has more or less daily contact with the coordinators at Uptime Solutions.

**THIS IS UPTIME
SOLUTIONS
CALL CENTRE,
JOHANNESBURG**

▷ The Johannesburg office is primarily responsible for South East Africa:

South Africa, Namibia, Zambia, Zimbabwe, Botswana and Mozambique. It will now handle Angola, Somalia, Sudan and Ethiopia and also assists a number of other African countries.

11 official languages

▷ Since the first democratic constitution was adopted in 1996, South Africa has had 11 official languages. They are usually divided into European and African languages.

▷ The first colonial power in South Africa was the Netherlands and a South-African variant of Dutch, Afrikaans, is therefore spoken in the country. The other European language is English, as England replaced the Netherlands as the colonial power.

▷ The nine most common African languages enjoy the status of official languages. Zulu and Xhosa are by far the largest,

followed by Northern Sotho, Tswana, Sotho, Tsonga, Swazi, Venda and Ndebele.

▷ Even though English is the fourth largest language (after Zulu, Xhosa and Afrikaans), it is the most widespread and functions as the administrative language.

SOUTH AFRICA

JOHANNESBURG

"The problems can be both large and small. The drivers call me and I then handle the contact with Uptime Solutions. Even if I speak English, it's nice to be able to discuss matters in my mother tongue, Zulu, when the questions get complicated," he says.

What Jabulani Mkhwebane appreciates most is that the Uptime Solutions' staff do not merely solve his problems, they also keep him informed every step of the way.

"They work quickly and I constantly receive updates so that I can inform the driver and make alternative plans when necessary. This really helps our operations," he says.



Caroline Gillmer, head of operations, and Beyers Brooks, support coordinator, discuss how they can solve an issue with a stationary truck.

UPTIME SOLUTIONS' OFFICE for Southern Africa is located in the Volvo Group facility in a Johannesburg suburb. A total of 11 coordinators work in shifts around the clock, 365 days a year. Almost all communication takes place in one of the four most common languages in South Africa: English, Afrikaans, Xhosa and Zulu. The team speaks all 11 official languages in South Africa, plus some of the languages that are used in neighbouring countries.

"One new feature this year is that we will start helping customers in Angola, Somalia, Sudan and Ethiopia and this is going to place new demands on the team," says Caroline Gillmer, Head of Operations at Uptime Solutions.

The work calls for a high level of stress management. Coordinators need good simultaneous language skills, strong social competence and the ability to speak as many languages as possible. The internal training programme includes technical product training and learning advanced software tools. Caroline Gillmer explains that it takes about six months for a coordinator to be fully trained.

"An in-depth experience of life and working professionally is a huge help in this job. It's hardly surprising that there are not many young people working here," she says.

BEHIND TWO LARGE screens sits Yolandi Ntuli, one of the most experienced team members. Her fingers quickly tap out words on the keyboard, as she switches between English and Zulu on her headset: "I love going the extra mile to ensure that >



Yolandi Ntuli has been a coordinator at Uptime Solutions in Johannesburg since 2009. Her main languages at work are English and Zulu.

a broken-down truck is repaired as quickly and smoothly as possible. It's incredibly important that the team speaks so many languages, since we are often in direct contact with the drivers. We need their help to describe the problem and this often has to be done in the driver's mother tongue."

Yolandi Ntuli works for the most part in English and Zulu, the largest African language in South Africa, but she can also manage a few others. "I didn't have an automotive engineering background. But today when I hear a driver describe his problem, I often have a fairly good idea of what's going on. It's great to be the person who helps solve a problem," she says.

Africa poses challenges that cannot be found anywhere else in the world.

"Let's make a plan" is an expression that

"I love going the extra mile to ensure that a broken-down truck is repaired as quickly and smoothly as possible."

YOLANDI NTULI, COORDINATOR AT UPTIME SOLUTIONS

characterises work at the Johannesburg office. Support coordinator Beyers Brooks recounts the story of a workshop technician who arrived at a truck that had broken down in the middle of the night on a deserted road in a South-African national park. When he got out of his vehicle, he could hear rustling in the bushes and, as he knew that there were both lions and other wild animals close by, he decided to wait until dawn before daring to repair the truck.

ANOTHER CHALLENGE RELATES to the huge distances in Africa. In South Africa, it is usually possible to organise quick assistance, but, in distant parts of Namibia, Zambia or Mozambique, it can be more difficult. Mobile phone coverage is often lacking in many remote areas, making the work even more complicated. Nevertheless, the team have a target that it should take no more than six hours from the first call until the truck or bus is back on the road. This target is met in 74 per cent of all cases – and often the issue is resolved much faster. ☉



"Translators have to know the industry"

JUNE WANG, TRANSLATOR FOR DFCV'S PRESIDENT OFFICE, SHIYUAN, CHINA

"TRANSLATING BETWEEN

English and Chinese can be tricky because there is not only a difference in language, there is also a difference in culture. The older generation has been educated to be modest and not

too direct. We also incorporate old sayings and poems when we speak. Understanding the Chinese language is about understanding Chinese culture.

"There are also other differences. The number system, for example. In Chinese, the base unit is 10,000, instead of 1,000. This means that, when we are translating large numbers


such as millions and billions, we may need to re-calculate them in our head.

"To be a good translator, you have to have a good memory and be smart. Most importantly, you have to have a good background knowledge of an industry.

"How easy it is to translate what someone says depends a lot on their logic. If a

speaker has a very active mind, and jumps from one subject to another it can be difficult to follow. I would suggest that, if you use a translator, you spend a few minutes with them, so they can get to know the way you speak and think."

PHOTO: NICKE JOHANSSON

A full-page photograph of two women standing against a vibrant red wall. The woman on the left has blonde hair, wears glasses, a grey knit top, and a dark cardigan, with her hands on her hips. The woman on the right has short blonde hair and is wearing a dark blazer over a patterned top and dark trousers. Both are smiling at the camera.

More of the employees in the Volvo Group are going to improve their English. This year, the Volvo Group University is starting a virtual language education programme.

TEXT LINDA SWANBERG PHOTOS HANNES OJENSA

A big drive to improve English

MORE ENGAGEMENT, greater creativity and, in the longer term, increased productivity. These are some of the things Pernilla Wikforss and Marit Andréasson at the Volvo Group University, VGU, are hoping this educational programme will produce.

"Increasing language skills and competence offers enormous benefits. Today, language problems frequently occur in people's everyday work and many skilled employees fail to use their full potential," says Pernilla Wikforss.

She believes that improved language skills will make people more creative and give them the courage to say what they think and feel. It will lead to innovation and improved

"We want to offer our employees the best possible educational solution," say Marit Andréasson, Learning Programme Manager and Pernilla Wikforss who was the Vice President for Volvo Group Fundamentals Academy until recently, before joining HR Centre of Expertise Sweden.



“All the courses will be clearly linked to the needs and work of each individual co-worker.”

MARIT ANDRÉASSON, LEARNING PROGRAMME MANAGER,
VOLVO GROUP FUNDAMENTALS ACADEMY

solutions, while reducing the amount of work that is needed.

In 2015, VGU mapped the language courses that were available and the needs and requirements in different parts of the world. Right now, most language courses are run locally, frequently with a teacher on site. In VGU's new programme, the training will be Group-wide and quality assured, as well as including virtual solutions. This will enable the students to choose when and where they participate. All they need is a computer, tablet or mobile phone. “We want an educational programme that is flexible and the same for everyone. At the same time, all the courses will be clearly linked to the needs and work of each individual co-worker,” says Marit Andréasson.

Evaluation is an important part of the project and these evaluations will be made together with

the participants' teacher and immediate boss.

“As always at the Volvo Group University, it's important to measure the results and see changes. We will also be focusing on business benefits. This is a major investment and it's important to identify the positive outcomes,” says Pernilla Wikforss.

THE FIRST PILOT courses will begin in the second quarter of this year. The Volvo Group University expects 15,000–20,000 co-workers to require training in English over the next five years. Some 4,500 of them are industrial workers.

“The target is to enable more people to feel that they have mastered the language they speak with customers, suppliers or colleagues. Only when people feel secure in this area will they reach their full potential as co-workers,” says Marit Andréasson. ☺

“Wheelchair basketball opened up my world”

GODELIEVE VAN KERKHOVE,
INVOICES HANDLER AT VOLVO
GROUP LOGISTICS SERVICES
DISTRIBUTION CENTER, GHENT,
BELGIUM

“EVERYTHING CHANGED FOR me when I met my husband. He is a wheelchair basketball athlete. At first, I would just join him to watch the games, but I am not a passive person, so very soon I was managing the club team.

“Wheelchair basketball opened up my world. By chance, I had the opportunity to volunteer during the Atlanta Paralympics

in 1996. It's a unique event. It brings people together and allows people to understand each other. For many people it's the highlight of their life.

“I've always enjoyed learning languages and at the games five of the 20 teams spoke Spanish. Since it's a language I couldn't speak well, I immediately decided to learn. I wanted to be a better volunteer at the next Paralympics. Ahead of the next games in Sydney, I studied Spanish at evening school. In total, I've studied the language for six years.

“Later, I signed up as a volunteer for the Beijing Paralympics and for that I studied Chinese. For the games in Rio this year, I have been studying Portuguese for three years.

“I've always enjoyed learning languages. It contributes to my personal feeling of well-being. There's so much to learn about how to communicate with people with disabilities. We can talk about change management, but many wheelchair athletes are masters at change management. They



PHOTO: SIMON VAN BOXTEL

show you that it's possible to have a normal life even if you are missing a leg, if your eyes don't see what others see. It's taught me that you've got to look beyond your own boundaries.”



Today, only Jörgen Bylund and Klas Kaiser are attending the lesson with teacher Sophie Henriksson, since their colleagues at the Pilot Plant in Gothenburg, Sweden, are on a business assignment abroad.

Going back to school

Once a week, Jörgen Bylund and Klas Kaiser leave work at the Pilot Plant to go back to school. They are aiming to improve their skills when it comes to speaking English.

TEXT LINDA SWANBERG PHOTOS ROBIN ARON OLSSON

THEIR TEACHER, Sophie Henriksson, welcomes them to the small meeting room at the GTO Plant Tuve in Gothenburg, Sweden. After a short chat about the weather, the lesson moves on to a discussion of an article about hackers and cars – a topic with no direct connection to their work but still with some relevant points.

“This group has asked for slightly more general lessons. The aim is to practise speaking English and we have a lot of discussions,” explains Sophie Henriksson.

She comes from the UK and is one of the teachers in the team involved in language teaching for the Volvo Group’s co-workers in Gothenburg.

All the teaching is adapted to match the participants’ needs and wishes. Some are given individual lessons, while others study in larger groups.

Jörgen Bylund and Klas Kaiser are normally accompanied by two colleagues, but on this particular week they are on a business assignment abroad. One of the tasks assigned to the Pilot Plant has been to support

the construction of other plants, so language is key.

“We have travelled to basically the whole of the world. Even if interpreters are available, it’s much easier if everyone has a common language, like English. Sometimes, however, even that doesn’t work and then it’s a question of pointing!” says Klas Kaiser.

He and Jörgen Bylund have now started their fifth term of English classes.

“I have learned an enormous amount and I am now used to speaking English. >



Discussions become lively when Sophie Henricsson holds an English lesson with Klas Kaiser and Jörgen Bylund.



Monica Jakobsen Gemanius, manager of the Pilot Plant, can see many advantages to having employees learn English during working hours.

I can turn off the sub-titles on my TV and still understand," says Jörgen Bylund.

"In the past, I often found it difficult to find the right words and I was afraid of speaking English. That is no longer the case," says Klas Kaiser.

The whole lesson takes place in English; reading aloud, complicated numbers and spelling are interspersed with jokes and laughter. Sophie

Henriksson only needs to make the odd interruption to explain a word or correct their pronunciation.

AROUND 20 PEOPLE work at the Pilot Plant and many of them take part in English courses of some kind.

"This is a global organisation which is involved in many projects all over the world. For us to be successful, it's important that our co-workers feel

comfortable speaking English," says Monica Jakobsen Gemanius, head of the Pilot Plant.

IN ADDITION TO improving language skills, the teaching also has other positive effects.

"We can see that it really generates engagement and is a part of personal development. That's also important," says Monica Jakobsen Gemanius. ☺

"I'm not afraid to make mistakes"

DIETER DE WAELE, DRIVER DEVELOPMENT AND SUPPORTING SERVICES, GOTHENBURG, SWEDEN

"**MY LANGUAGE SKILLS** were the reason I found my way to the Volvo Group. I was born in Flanders and Dutch is my mother tongue. I trained as a translator – I studied English, Russian, German and French – but I have never actually worked as one! When I completed my studies, I got a job at Volvo Action Service in Ghent. In 2010, I moved to Sweden to

take on a four-month temporary job and I enjoyed it so much that I came back.

"I quickly decided to learn Swedish. My boss said I could devote several hours a week to studying. There are no short cuts when it comes to learning a new language.

"I asked my colleagues to speak Swedish during our breaks, even if I couldn't understand what they were saying! It was hard going to begin with and there was the odd misunderstanding, but it's a

really good way to learn.

"I think grammar is important, but I'm not afraid to make mistakes. Even though I would like people to correct me, not many people do, because they are kind and don't dare to.

"The people in my team come from France, Italy, Sweden and the USA. Those of us who work in Gothenburg speak virtually nothing but Swedish. When we have meetings with our colleagues in Lyon in France, we speak English. On those occasions



PHOTO: JULIA BÄCK JONSSON

when people can speak their native language, I think they should. Language is the most important part of any culture and we can learn a great deal from one another through it."

LANGUAGE IS A HOT TOPIC FOR BUSINESS

Can a company be held back by the language it uses? Professor Mary Yoko Brannen makes the case that language is a critical strategic question for global companies.



Mary Yoko Brannen

Why is language an important issue for global companies?

"The promise of the multinational is to learn from dispersed knowledge across the globe and

to use this knowledge to improve the company's operations. To do that one must understand local context and for that language is essential."

Your research shows that language can be crucial to strategic success.

"How companies use language has a direct impact on their strategic direction. We researched a global telecom company, for example. They had developed a very narrow vocabulary, with a lot of jargon. It made it difficult for them to collaborate with other companies and it delayed their entry into the smartphone market."

And it's becoming a hot topic for business?

"Yes. One reason for this is that the language of global business is changing rapidly. English has been a de facto lingua franca for global business, but now it is in

serious decline. Within the next five years we expect that the language-scape of global business will have changed. I predict the emergence of other lingua francas such as Mandarin, Spanish, Russian and Portuguese, alongside English."

What advice do you give global companies with respect to language?

"I advise a two-pronged strategy. One, having a corporate language dictionary in the firm's home language base with no more than fifty key words that are simple, clear and concise reflecting the firm's core competences. Two, use a multi-lingual strategy, making critical material available in alternate languages, such as by translating summaries. Companies can also make use of people who I call 'boundary-spanners': these are individuals who are able to translate from one context to another."

What's best practice? Name an organisation that is dealing with this well.

"One good example is TESCO (a UK retail chain). It published an in-house dictionary called 'The Jargon Buster', which explains acronyms and allows for a quicker learning curve for new employees."

LINA TÖRNQUIST

Mary Yoko Brannen:

Title: Jarilowsky CAPI East Asia Chair and Professor of International Business at the University of Victoria, Canada.

Background: born and raised in Japan and educated in the USA, Japan and France.

Want to read more? Mary Yoko Brannen is co-authoring a book with Terry Mughan titled *Language Strategies for Global Business*, to be published in 2016.



"It's ok not to be perfect at all times"

EMI IKEDA, COMMUNICATION MANAGER FOR VOLVO GROUP LOGISTICS SERVICES, AGEO, JAPAN

"I NEVER SAW myself as a language person but I've always liked technology. When I was young, I thought that in the future you could get a chip implanted and learn a language in five minutes, so I didn't make too much of an effort. Today my mindset is different: I feel that by knowing English you can connect to the whole world. It's a huge opportunity.

"Around 70-80 per cent of my work today is in English. The attitude I try to have is: I am not a genius, I am not perfect but I can still communicate with people. That's more important than getting everything correct.

"Something that helps when you have a meeting with someone who doesn't have English as their top language is to make a presentation with a clear outline of the topics that are being discussed and if possible to send out pre-reading material. This helps them follow the conversation.

"Getting to know people always helps, too. When I became friends with a colleague from Thailand and understood Thai culture a bit better, it was easier to understand her way of thinking."



“Languages bring new perspectives”

VAHID FAGHIH, QUALITY SUPERVISOR FOR THE GTO PLANT IN WACOL, AUSTRALIA

“I’VE BEEN WORKING at the Wacol site in Australia for the past five years. It’s a very unique place. There are around 30 or 40 nationalities here. One day, you might talk to someone who is Turkish-French and then someone from Chile. Gathering these different languages and nationalities brings awareness about new perspectives and ways of seeing things. I’ve never heard someone being criticised because of their nationality: all cultures are welcome.

“Throughout my life, I’ve always needed to speak different languages. I was born in Northern Iran, where the majority of people are Turkish. At home, we spoke Azeri-Turkish and I learnt Farsi in school. We lived in the USA for a year when I was in school, so that’s when I learnt to speak English. Later, I studied Quality Management in Gothenburg and worked at the Volvo Group, so I picked up a lot of Swedish. Communicating in another language means you have to operate outside your comfort zone – I think that’s a very useful skill.

“From here, we work with sites in several countries in Asia, so we need to communicate across different cultures and language levels. My best advice is always to be clear. Make sure that everyone is on the same page. Be patient and define your expectations.”

FACTS & NUMBERS

BAD ENGLISH

The name Leif Johansson (CEO 1997–2011) gave to the Volvo Group’s corporate language. What he meant was that many employees have English as a second language. They often find it easier to understand English that has more straightforward grammar and vocabulary.

5

tips to presenting your ideas to non-native speakers

Many employees and customers have English as a second or third language. Here are a few tips on how to make it easier for everyone to understand you.

TIP #1 Speak slowly. (It’s easy to forget if you’re nervous.)

TIP #2 Repeat your main ideas using different words. Some people will not understand a specific word but may understand alternative phrasings.

TIP #3 Use commonly known words to make your point.

TIP #4 Avoid idioms and acronyms where possible.

TIP #5 Think about your audience and adapt the material to them. Do some basic cultural research and choose images your audience can relate to.

So many different types of English!

English is a language, but it is also a collection of dialects. Terminology can sometimes vary widely between different English-speaking regions.

The US term *pick-up truck* is called *bakkie* in South Africa and *ute* in Australia. Here are a few common driving terms that differ between the British Isles and North America.

Truck (US) is **lorry** (UK)
GPS (US) is **satnav** (UK)
Hood (US) is **bonnet** (UK)
Overpass (US) is **flyover** (UK)
Freeway (US) is **motorway** (UK)
Drunk driving (US) is **drink driving** (UK)
Blinkers (US) are **indicators** (UK)
Detour (US) is **diversion** (UK)



“Volvo Group” in English Braille

VOLVO

is Latin and means “I roll”. The unique font is still almost identical to the emblem on the radiator of the first Volvo vehicles in 1927.



PHOTOS: COLOURBOX

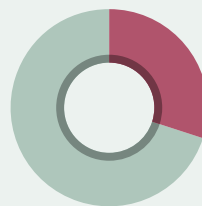
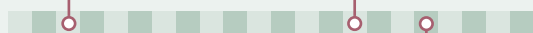
GLOBALISATION

... at the Volvo Group really took off at the end of the 1990s when Leif Johansson took over as CEO. The first foreign acquisition was the excavator manufacturer, Samsung, in 1998. In 2001, Renault VI and MACK were acquired.

1999 Almost half the employees, 47%, worked in Sweden.

2011 Europe, including Eastern Europe, accounted for 39% of turnover, North America for 19%, Asia for 24% and South America for 11%. 75% of the employees were now outside Sweden.

2014 Around 55% of the employees worked in Europe, 19% in Asia, 16% in North America and 7% in South America.



30%

of the approximately 100,000 people who work for the Volvo Group have English as their first language.

FIKA

A Swedish word that has spread throughout the Volvo world. Fika means taking a break from work to have a cup of coffee and perhaps eat something, like a slice of cake or a bun.



13

The number of languages in which the Volvo Group Magazine is published. They are Swedish, English, German, French, Polish, Russian, Japanese, Dutch, Korean, Thai, Chinese, Brazilian Portuguese and Spanish.

4

Excellent language skills are required from the employees at the Uptime Solutions Center in Ghent, Belgium. All the staff speak at least four languages fluently. Some of them speak no fewer than eight.

130

The approximate number of nationalities working within the Volvo Group. The largest groups are the Swedes, French, Japanese, Americans and Brazilians. The employees also include people from Burkina-Faso, Surinam, Jamaica, Madagascar, Moldavia and Iceland.



Rafaela de Camargo works on the Volvo FH line in Brazil. She is one of many employees at GTO's Curitiba plant who communicate using sign language.



Tactile paving helps blind employees navigate GTO's Curitiba site.



Assembly worker Jose Claro Melo's workstation has been adapted with instructions in Braille.

MANY WAYS FORWARD

At Volvo Group's site in Curitiba, sign language and Braille are part of everyday work life.

TEXT ANDREW DOWNIE PHOTOS PAULO FRIDMAN

RAFAELA DE CAMARGO is a deaf employee on the Volvo Truck FH line in southern Brazil. Since she started working in Curitiba six years ago, she has learned to get by using hand signals and writing messages to her colleagues. But during meetings and presentations when she was the only one who could not hear things got more complicated.

That problem has now been resolved thanks to Volvo Group's inclusive attitude – and people who practice it like Gislaine Oliveira, a gearbox

assembler at GTO's Curitiba plant.

Gislaine Oliveira is fluent in Brazilian sign language and is one of those responsible for assisting special needs employees. She is part of a well-drilled team who have put inclusion at the top of the agenda.

When Rafaela de Camargo needs assistance in union meetings or help in discussions with managers or colleagues, she no longer has to resort to writing everything down. Now Gislaine Oliveira is called on to translate.

"There was a period when it was difficult and there was no one to help," Rafaela de Camargo

>





Jose Claro Melo

His double surname has long merged into one and everyone calls him Caramelo, or Caramel. The 44-year assembly line worker has been blind since the age of 13 due to a bout of glaucoma, an eye disease. A trained massotherapist who swims, plays football and is one of the factory's star domino players, his speciality is using his hands to check bodywork and paint for imperfections, a job he got in 2000 when a boss was told of an imperceptible fault in the paintwork and replied, "Only a blind man could tell there's something wrong with that." Jose Claro Melo is proud of his work. "Working as a blind man at a vehicle manufacturer is important as it shows that a blind man can do the job," says Jose Claro Melo.

says on a quick break from working on the Volvo FH line. "Gislaine is very important and a great help. We need these people for inclusion and communication."

Brazil has a quotas law aimed at helping people with disabilities find jobs and companies must hire a certain number of workers with disabilities. The number varies according to size and the Volvo Group's legal target is to hire a minimum of five per cent of employees with disabilities.

"Independent of the law, the Volvo Group is doing something for the community," says Gerson

Morassutti, Coordinator of Technical Training.

A key point for the Volvo Group in Brazil is its aim to employ a diverse workforce. This is good for both the Volvo Group and the community.

ONE OF VOLVO GROUP'S MOST successful hires is Jose Claro Melo, a blind operator who uses his advanced sense of touch to find imperfections in paint and bodywork.

"They told me they were having trouble finding defects and they asked me to try out and I did," he said. "And it worked out. Now I also work fitting door hinges."

Jose Claro Melo says blind people are often restricted in job opportunities but at the Volvo Group he has gained widespread respect.

"People in the blind community and people at Volvo Group noticed that I was capable. This work has made me an example for other blind people," he says.

The Volvo Group also benefits.

"He sees things that other people can't see," says Gerson Morassutti. And deaf people are

Gislaine Oliveira

learnt sign language to help her brother, who is deaf. Today, Gislaine Oliveira works on the gearbox assembly line in the morning and on sign language training manuals in the afternoon. She was first recruited to help with translating for the deaf when someone happened to see her signing with a deaf worker. She admits she much prefers to be with people. Perhaps no surprise for someone who does voluntary work at nights at a Curitiba soup kitchen. "It's motivating to work with others," she says.

Gislaine Oliveira (left) and Lyndsen Gabardo (right) are two employees at Volvo Group's Curitiba site that use sign language to communicate with each other.





GTO IN CURITIBA, BRAZIL

Employees: 2,027. 69 who have hearing problems and 7 who are completely or partially blind.

VOLVO DO BRASIL

Employees: 3,397. 85 who have hearing problems and 15 that are completely or partially blind.

Safety routes at GTO's Curitiba plant are clearly labeled and have been fitted with tactile flooring to make sure all employees can easily move around the plant.



Gerson Morassutti

often able to concentrate better because they don't hear distractions. It's always hard to generalise, but the work they do is exceptional."

Jose Claro Melo's work station has been adapted with Braille instructions and he gets around the factory grounds thanks to tactile flooring. Volvo Group has

also tried to bolster inclusion by offering free sign language courses to interested employees.

Each special needs worker also has a "godfather," a nearby colleague who can assist them and ensure their safety in case of emergencies, such as when an alarm goes off.

Most importantly of all, the workers feel at home here thanks to an open policy.

"Before I came here, I suffered a lot of prejudice for being different," said Lyndsen Gabardo, a deaf administrative assistant. "The Volvo Group cares about its employees, they give us opportunities to get on. Today I am very well respected by my colleagues and my boss. I am proud of my team." ☺

Lyndsen Gabardo

went deaf when she was five years old but she refused to accept that life could not carry on as normal. She studied at regular schools and even delayed learning sign language until she was 13. Now she translates Volvo do Brasil's training manuals into sign language. She studies Portuguese literature and sign language at university at night. The 28-year-old has infectious good humour and energy. She confesses her main passions are dancing and parties. Her job title is administrative assistant and as such she might be expected to use the phone. But, she says, times have changed: "It's not the world it used to be, there are so many other ways of communicating now."

Electromobility on the move

Many cities are looking at long-term methods of combating air pollution problems. Scotland's capital city Edinburgh has adopted Volvo hybrid bus technology as part of its strategy.

TEXT ALASTAIR MACDUFF PHOTOS SARAH ROBERTS



EDINBURGH, WITH ITS iconic landmarks, historic castle and world-famous festival, is a favourite destination for tourists. Scotland's second largest city also has a well-documented history of recent transport issues. A project to introduce trams in the city centre ran several years over schedule and was costly and controversial, finally opening in 2014.

Like many major cities, Edinburgh also faces a significant challenge in tackling environmental problems caused by vehicle emissions. Feedback in local media shows a strong public engagement in the transport and pollution issue, with many calling for a

sustainable approach to be adopted.

Lothian Buses, Edinburgh's largest transport operator, have had a forward-thinking, environmentally friendly purchasing policy for a number of years. They are an integrated transport company, commercially operating many bus routes around Edinburgh and its environs.

In 2013, they bought the first ten 7900 Hybrids from Volvo Buses. "We had a strategy to improve the air quality in the city and had looked at the hybrid buses in Volvo's offering," says Bill Devlin, Engineering Director at Lothian Buses.

They were very satisfied with the fleet which has now grown to 70 Volvo hybrid buses in operation around the city.





"The fact that the 7900s were Euro 6-compliant vehicles made the difference for us," says Bill Devlin, Engineering Director.

FOR LOTHIAN BUSES, the attractions of the hybrids were the fuel savings and the minimal environmental impact. "The economic perspective of reduced fuel costs is obviously important. We have had challenges to meet along the way, as our transport strategy incorporates working with two separate local authorities. Having been involved

in buying buses for many years, I also knew that Volvo was known for mechanical reliability. The fact that the 7900s were Euro 6-compliant vehicles made the difference for us," says Bill Devlin.

As for future plans, Lothian are looking at the next step towards zero emissions. This involves Volvo's latest offering, Electric Hybrid Volvo 7900 buses. These vehicles have extended electric running and, with support from telematics and zone management, can run using full electric power in air quality hot spots. During 2016, Lothian Buses will purchase twenty-five of these vehicles, with assistance from the Scottish Green Bus Fund, an environmental programme set up by the Scottish government.

ACCORDING TO BILL Devlin, the reaction from the general public has been positive. "It's not something we get credit for every day, but when we tell people what we are trying to achieve – to create a cleaner environment in the city – then the response has been very good."

Lothian are looking at the long-term possibility of incorporating full electric buses into their fleet. "This would be a very important and greatly beneficial step for the transport network in Edinburgh in future years," says Bill Devlin. ☉



Volvo first bus manufacturer to introduce hybrids in India

PHOTO: COLOURBOX

THE STREETS OF Navi Mumbai in India will be populated with Volvo hybrid buses during the first half of this year.

Volvo is the first bus manufacturer to introduce hybrid buses in India, as the government launches a campaign. Incentives are being offered on electric and hybrid vehicles as part of a drive to promote clean technology in India's vastly populated major cities.

The Volvo hybrids will be manufactured at the facility in Bangalore. Volvo Buses is well-established in India, having sold over 5,300 buses since 2001. More than 1,500 Volvo city buses are currently operating in 34 Indian cities.

700

Lothian buses are operating around Edinburgh and the Lothian region.

£18,500,000

has been invested by Lothian Buses in hybrid vehicles.

85 HYBRID VEHICLES

are currently in service, 70 of which are Volvo 7900s. The others are Alexander Dennis Enviro 400 hybrid buses.

TWO CHARGING STATIONS

at either end of the route for the electric hybrid buses – at Musselburgh to the east of the city centre and Clovenstone to the south-west.

25

of Edinburgh's fleet of Volvo 7900 Electric Hybrids will run along a 26 km route, which passes through three Air Quality Management Area sections where vehicle emissions are strictly monitored.

City Mobility a long-term Volvo strategy in UK cities

As part of the City Mobility strategy, Volvo Buses has been working with electromobility in the UK for a number of years. The collaboration with Lothian Buses is one of a number of successful ongoing partnerships.

ADRIAN FELTON IS CITY Mobility Manager and is based at Volvo Group UK headquarters in Warwick. "The key part of my role is to promote sustainable transport solutions and the products that are included in the electromobility strategy. We have a road map dedicated to this, which includes promoting our products, strategy and vision to potential customers. By focusing on specific locations, our operations have thus far been a success."

Adrian Felton's role involves liaising with local transport authorities, operators and other stakeholders, either to explore the opportunities for co-operation or to offer ongoing support to existing customers. As well as Edinburgh, Volvo Buses' City Mobility programme is currently working with authorities and bus operators in Chester, Harrogate, Greater Manchester, Lancashire, York and London. According to Adrian Felton, there are major challenges involved in breaking into the market in the capital. "There are many historical and

geographical challenges in London. The city has gone from traditional diesel buses to hybrid, which will possibly lead to electric hybrid buses over time. Even if we can't win all the business there, it is important that we take a share and don't get left behind."

THE MOMENTUM OF Volvo Buses' electromobility programme is slowly growing in the United Kingdom. The organisation is in discussion with various city councils.

"There is stiff competition in the UK market, both from local manufacturers and from products from the far east. We must find our way forward even in cities where major funding is not available – the financial and social benefits must be clearly communicated.



Adrian Felton

City Mobility is a sustainable transport solution that can benefit many UK cities in the long run," says Adrian Felton. ☉

CITY MOBILITY IN THE UK

- ▷ City Mobility is the integration of sustainable transport solutions in cities. Electro Mobility is the vehicle platform that supports the city mobility vision; Hybrid, Electric Hybrid and Full Electric Vehicles.
- ▷ First hybrid Volvo double-decked vehicles enter service in 2010.
- ▷ Volvo hybrid complete single-decked vehicles are introduced in 2013.
- ▷ Edinburgh Lothian Buses was identified as the Pilot City Mobility project in 2014.
- ▷ Over 850 hybrid vehicles are currently in service in the UK.

THE YELLOW SQUARE

The yellow squares are found on the loading and unloading bays. The drivers must stand in the square when forklift trucks are being driven. The drivers can also stay in their vehicles.



A SQUARE FOR SAFETY

Simple, easy-to-implement measures can often be the most effective. The safety team at Logistics Services, Ghent, are making sure that truck drivers stay in appointed boxed areas while forklift vehicles are operating – the best way to prevent accidents.

TEXT JON ELDRIDGE PHOTOS SIMON VAN BOXTEL

AT THE VOLVO Group Logistics Services in Ghent, Belgium, Luc Claey's, Safety and Prevention Advisor, is beaming. He and his colleagues were recently awarded the Volvo Group Health & Safety Award for their 'yellow driver square' innovation. The recognition was cause for much celebration and, perhaps more importantly, has raised awareness of the system implemented in Ghent that will boost its rollout in other Volvo Group sites. Luc Claey's says that he is receiving inquiries from as far away as Russia and the United Arab Emirates.

LUC CLAEYS BELIEVES that the cheapness and simplicity of the Ghent system were key to its success. "You only need paint and to have talks with the people and you can have very good results," he says. The paint – yellow in colour – is required for designating small areas of less than a square metre on the loading and unloading bays in which the driver must stand when forklift trucks are being driven.



Luc Claey's,
Safety and
Prevention
Advisor

The drivers could also stay in their vehicles, but they often want to oversee the unloading of their goods for which they are responsible. If they are attending to strapping, for example, while forklifts are operating, then they are at risk of being hit by the vehicle. Such an event, Luc Claey's is eager to point out, has not occurred at the Distribution Center in Ghent, but he says that the forklift drivers had reported incidents in the past where an accident was narrowly avoided. "We got so many signals from the team: one day it will happen! But we don't have to wait until it does before we do something."

ACCIDENT PREVENTION



The new safety regime is not a burden for driver Jos Verhuren. "I'm used to these systems with other companies."

LOGISTICS SERVICES GHENT IN NUMBERS

1,000
employees

260,000
part numbers

150
transports per day

THE 'YELLOW DRIVER SQUARE' system was implemented in late 2014 following a series of risk analyses and a visit to the centre from Stephen Stroud, Volvo Group Health & Safety Director. Yves De Vos and Thomas Dhaemer, team leaders at Distribution Center Ghent Inbound, were instrumental in bringing together a cross-functional team to develop a safety solution. They emphasise that communication was essential to ensuring that everyone is aware of their obligations.

It is particularly important that drivers are informed of the new safety regime, which also includes the mandatory requirement to wear



Jos Verhuren, driver

safety shoes and visibility jackets, as well as to refrain from smoking. Letters were written to all the carriers and the requirements have by and large been widely accepted and adhered to.

Jos Verhuren from The Netherlands is one such driver who acknowledges the need for the safety

measure. "For me, it's not a burden; safety is very important. I'm used to these systems with other companies," he says.



Koen Heggerick,
forklift driver



Team leaders Tomas Dhaemer
and Yves De Vos together with
Benny Declercq, Inbound
Manager Logistics Services
Distribution Center

“The system is cross-functional, including all the different departments ... it is simple to implement, low cost and very effective.”

BENNY DECLERCQ, INBOUND MANAGER,
DISTRIBUTION CENTER, GHENT, BELGIUM

NEVERTHELESS, CONTINUED awareness raising is necessary and there have been a few isolated cases of drivers not wishing to comply. “We have an escalation model and customer support at traffic operations in the event of any incidents of non-compliance, but most drivers have been in favour of the system,” says Thomas Dhaemer. “It’s protecting the driver, who are the customers who drive the Volvo. So, in one way, we are protecting our customers.”

The forklift drivers themselves must ensure that the load drivers stay in their boxes and are instructed under the system to stop operating should a driver leave the allocated area. But,

ultimately, says forklift driver Koen Heggerick, “everyone has the responsibility to use the system.” He is confident that, with increased communication, compliance with the measures will continue to improve.

FOR NOW, THE team will continue to monitor operations. Thomas Dhaemer says: “The big difference since the project is the awareness. We have talked a lot to the people. Everybody is aware that the risk is there ... One small steering error can make the forklift go this way and you could be under it. The message is clear: stay in the yellow square and stay safe!” ☉

COMPETITORS



VOLKSWAGEN

Chairman Ferdinand Piëch resigned in April 2015 after he failed to oust CEO Martin Winterkorn. However, later in the year, Winterkorn had to resign any way following the emissions scandal.

The integration of Scania and MAN under the Volkswagen umbrella continues and a new commercial vehicles division was created under former Daimler Trucks head Andreas Renschler. Scania continues to invest and build its position, especially in India and South America, while MAN is struggling with low profitability and is working with an efficiency programme. It includes reduced overhead costs and a streamlined organisation.



PACCAR engine

PACCAR

The PACCAR Group, which includes Kenworth, Peterbilt and DAF brands, is the most profitable of all truck companies. It is conservative in market expansion and prioritises profitability over volume and brand image over market share. It has announced an extension of the DAF product range in Brazil, as well as engine production in Brazil.

IC School bus from Navistar



NAVISTAR

The painful effects of Navistar's failed engine business in 2012 continued in 2015, with Navistar cutting off unprofitable business lines and restructuring its plant network. While it has been successful in reducing costs, its market share in NAFTA is still historically low.

TATA AND ASHOK LEYLAND

Tata and Ashok Leyland continue to dominate and also heavily depend on the Indian market. Tata Motors' market share has been declining since 2010, while Ashok Leyland has maintained or even raised its share. Both companies have similar strategies: focus on cost cutting and efficiency, product development and globalisation.

Volvo Group Magazine asked Business Intelligence to list some key events from the industry in 2015. Not surprisingly, Volkswagen's emissions tests scandal was one of the biggest topics from last year.

TEXT ANN-BRITT SEDIG

Competitors at a glance

BEIQI FOTON AND SINOTRUK

With overcapacity in the Chinese truck industry, Chinese competitors such as Beiqi Foton and Sinotruk continued to expand overseas investments. However, plans for Brazil and India have been delayed.

HYUNDAI

An upcoming competitor with global ambitions is Korean Hyundai who started making its heavy-duty truck, Trago Xcient, in China in 2014. It also started building light commercial vehicles in Turkey in 2015.



Hyundai's Trago Xcient

IVECO

Iveco continued its European plant network restructuring programme. Its plants in Spain will concentrate on heavy-duty trucks, while production of extra-heavy special vehicles and light-duty vehicles will be transferred to Italy.

DAIMLER

Daimler is eager to bring in even more advanced technology, like connected trucks and advanced telematics. In 2015, Daimler Trucks North America unveiled the Freightliner Inspiration Truck and autonomous trucks are being tested on public roads in the USA and in Germany.

Daimler announced a full-scale review of its leadership and management structure in 2016, in order to prepare the business for coming challenges, such as new powertrains and competition from companies like Google or Apple.

India continues to be a focus market. Daimler is also strengthening its regional organisations. There will be six new regional centres in Dubai, India, Singapore, Johannesburg, Nairobi and Latin America.

In 2015, the Freightliner Inspiration Truck was unveiled.

PHOTO: DAIMLER



KAMAZ

Kamaz, the market leader in Russia, had problems with a declining market for trucks. Nevertheless, Kamaz is investing in new products and is even developing an autonomous truck.

HINO AND ISUZU

While Japan is the commercial foothold for advanced markets and the location for production of major components, Hino and Isuzu continue to shift production from their native Japan to Southeast Asia. Hino's strategy is to have major production hubs in Indonesia and Thailand and additional assembly plants in other countries. Isuzu plans to use Indonesia as the core manufacturing foothold for the CV business in ASEAN. A new plant in Karawang, West Java, became operational in 2015.

Rennie Shamambo and Sarah Chishimba are former Nortec students. Today they work at an engineering company in a mining district.

"It has been fun to be part of the Zamita project and talk with the girls at the school we visited. The students had many questions about how we could get where we are today. They do not believe women can do what we do."



A total of 4,000 students go to Nortec, of which 800 specialise in heavy machinery.



Nortec is a school with one of the best reputations in Zambia.



Alport Banda

is head teacher at Nortec's section for heavy machinery.


"When we did our pilot study for Zamita, we asked companies in the field which skills they lacked from the students coming from Nortec. We realised that there was a big gap between students' knowledge and industry needs, mainly in the field of electronics."



TEACHING *Zambia's future* TECHNICIANS

The Zamita project, one of the Volvo Group's investments in vocational schools in Africa, is creating new opportunities for aspiring technicians in Zambia and helping more young women begin careers in engineering.

TEXT GÖRREL ESPELUND PHOTOS ANDREAS KARLSSON



The Nortec vocational school lies in the heart of Zambia's mining region, the Copperbelt. It has been training technicians and electricians since 1959 and is one of the most highly rated vocational schools in the country. Since 2014, it has been part of the Zamita (Zambian Industrial Training Academy) project, one of the educational programmes in which the Volvo Group participates.

Alport Banda is the head teacher at the heavy-duty machinery department.

"Before we were unable to teach the very latest technology because we didn't have the equipment, so the students graduating from the school had to participate in internal training at their workplaces before they could do their jobs properly. This new partnership is going to raise the standard and the students will be able to find jobs in the mining, transport and construction industries," he explains.

Together with Selma Klipic, a production

engineer in Skövde who volunteered through GTO's On-site Volunteering project, he shows the *Volvo Group Magazine* team around the school. The maintenance work has fallen behind and the blue and white walls in the corridors are in serious need of a fresh coat of paint.

The workshop is empty. In December last year, the premises were cleared and the old machinery was removed. The Volvo Group is in the process of shipping new equipment to the school as part of the training and education project.

"One of my tasks has been to plan the new workshop. It's large and well suited to its task, with straight lines and plenty of potential. I have several ideas for what can be done and I have discussed different solutions with the workplace engineers in Skövde," says Selma Klipic.

The old workshop bears the traces of decades of work but will be given a full-blown facelift.

The Zamita programme is a one-year extension course for students who have already completed basic technology training and education at Nortec. The first class of Zamita students is expected to >



From a little kiosk on Nortec's grounds, students and teachers can buy phone cards to load internet and phone hours onto their mobiles. Ndola is Zambia's third biggest city and Nortec is located in the surrounding suburbs, just a short drive from the city centre.

begin the course in May. By then, a curriculum is needed, the machinery must be installed and the teachers have to be trained in the new technology. A great deal of emphasis will be placed on electronics and electric hydraulics, as well as engines and gearboxes of different kinds, in order to cover the needs of industries in the region.

IREM SOYDAN, DIRECTOR External CSR Management, explains the Volvo Group's involvement. "Africa is one of the Volvo Group's strategic growth markets and, with our sustainability programme, we can help create economic growth in the region. By concentrating on vocational training in different countries, the organisation helps to reduce unemployment, while remedying the lack of trained mechanics and technicians, which has been an obstacle to business development – both for our customers and for the Volvo Group," she says.

In addition to the Volvo Group and Nortec, Zamita comprises the Swedish International Development Co-operation Agency (SIDA) and the UN organisation for industrial development, UNIDO. Erik Ladefoged, technical adviser at UNIDO, describes the project as the beginning of a "fantastic concept".

"When a company involves itself and commits to a development project for several years, as the Volvo Group is doing here, it's completely different from the investments companies

normally make within the framework of their social sustainability programmes. Access to new technology, specialist training for teachers and the potential for further collaboration make every partner a winner. The challenge is that this is something new for everyone and we have a great deal to learn. This could prove advantageous when the Volvo Group extends its investments in Africa," he says.

During her two months as a volunteer, Selma Klipic has acted as the link between the Volvo Group and Nortec.

"The situation in Zambia is so different and there are many small details that are difficult to explain. One thing I have learned is that, if we are to realise the project objectives, we have to improve our ability to communicate," she says.

An important goal with the initiative is to give young people an education that matches companies' needs, since many of the companies in the Copperbelt are existing Volvo Group customers. In addition, there is an aim to increase the percentage of female students at the school. At present, 11 of the 800 students on Nortec's current heavy-duty machinery programme are women.

This has also been part of Selma Klipic's assignment and, together with two of Nortec's former students, Rennie Shamambo and Sarah Chishimba, and the only female teacher in the subject at Nortec, Eunice Kakoma, she has visited a number of schools in the area.

Since Rennie Shamambo and Sarah Chishimba graduated in 2010, they



Irem Soydan



The first class of Zamita students is expected to begin in May.



Ten vocational schools in Africa

- ▷ Over a period of five years, the Volvo Group is planning to set up ten vocational training programmes in Africa. The Volvo Group is partnering with development organisations and schools in different countries.
- ▷ The vocational programmes will help to match the need for trained workers.
- ▷ The project has already begun in Ethiopia, Morocco and Zambia.
- ▷ In Zambia, a total of 420 students will receive training over a period of four years.
- ▷ On-site Volunteering is a pilot project and, to date, three GTO employees have participated.
- ▷ The marketing of these courses to young female students is an important factor.

have been permanent employees at one of the companies in the mining town of Kitwe.

"It was interesting to visit the schools and talk to the girls and show them that they can in fact choose a different occupation without being particularly masculine," says Rennie Shamambo, one of Nortec's brightest alumni.

Both she and Sarah Chishimba had fathers who encouraged them to take an interest in technical subjects. They are hoping that these encounters with girls at school will inspire students who do not perhaps have the same support at home.

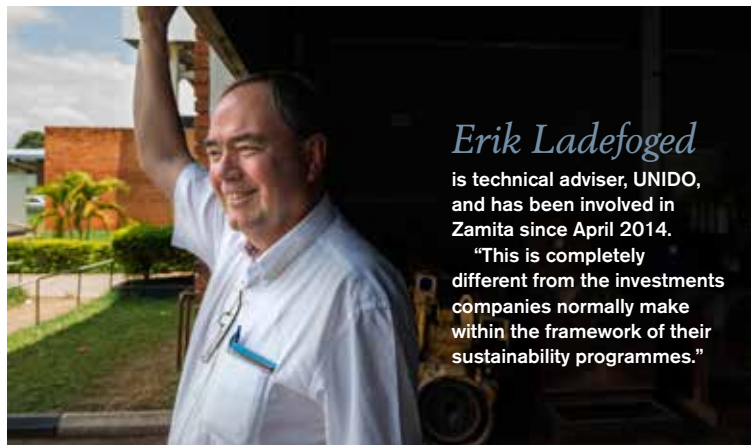
"In many African cultures, women are expected to stay at home and, as a result, many young girls are afraid to do something else. They don't believe they can do what we have done," says Sarah Chishimba.

They have visited a total of seven schools.

"It's been great having Rennie and Sarah with me, as they have talked about their personal development and the reception they have been given in the workshop. The students have been able to ask the kind of questions they could never have asked me, such as how their parents reacted to their choice of profession

and the job opportunities that are available," says Selma Klipic. Alport Banda also underlines the importance of attracting more girls to the programme.

"Girls in our culture do not traditionally choose technical subjects, so this is something we need to change and I hope there will be more equality in the next generation," he says. ☺



Erik Ladefoged

is technical adviser, UNIDO, and has been involved in Zamita since April 2014.

"This is completely different from the investments companies normally make within the framework of their sustainability programmes."

Bringing in young, global talent is an important way to secure the Volvo Group's future. Three such prospects are Qiao Hua, Anders Larsson and Erica Myrelid.

TEXT LINA TÖRNQUIST AND LINDA SWANBERG

PHOTOS JULIA BÄCK JONSSON AND
RICKARD KILSTRÖM

“There are a lot of opportunities”

After graduating from the top-tier Fudan University in Shanghai, QIAO HUA was awarded the Volvo Group Scholarship.

The scholarship helps finance a master's degree at the School of Business, Economics and Law in Gothenburg, Sweden, for students from China and India. Through it she was offered a summer job at the Volvo Group, as well as a mentor and a thesis opportunity: “It's a package of four fantastic things,” she says.

Then Qiao Hua was one of 22 graduates chosen globally to be part of the Volvo Group International Graduate Programme.

In her placement she has been tasked with trying to find material and measure key performance indicators for Volvo Group Logistics Services. The work has included both high-level strategy and hands-on experience. “I had an opportunity to be in the warehouse for two weeks: to follow the forklifts and to pick parts – through that I could see how each data set is generated.”

Her experience has been an eye-opener. “Starting out, I had an idea of the Volvo Group as an engineering company, but I've found there are a lot of opportunities to develop as a business major here.”





Qiao Hua was one of 22 graduates chosen for the Volvo Group International Graduate Programme in 2016. During the programme she has been working for Volvo Group Logistics Services in Gothenburg.

After the year on the training programme, the Volvo Step, Anders Larsson was employed at Volvo CE in Eskilstuna, Sweden.



“I soon realised that I had the wrong idea”

When ANDERS LARSSON was offered a job as an electromechanic at the maintenance department at Volvo CE he did not hesitate for a second.

“I really love this job and I learn something new every day. That’s what is so great about working here. You have the chance to develop all the time,” he says.

Anders Larsson joined the Volvo Step – a one-year training programme – in Eskilstuna, Sweden, in November 2014. He is a trained electrician and his picture of working in industry was not very positive.

“I soon realised that I had the wrong idea. It’s both clean and pleasant here and I have been given a great reception. Even if I knew nothing at the start.”

During his year on the Volvo Step, Anders Larsson and the other participants interspersed practice with theory. After the training, he and one other participant were employed at the plant.

“The Volvo Step is really fantastic! It helps the Volvo Group find employees and, at the same time, it gives young people the chance of better future prospects. I know many people who have been given jobs at other companies after this training,” says Anders Larsson.

Erica Myrelid is going to share her experience in a blog during the year. "I shall try to make it as realistic as possible."

"I'm really going to take advantage of this year"

The chance to work in a team and learn new things. These are two of the reasons **ERICA MYRELID applied for the Volvo Step at the GTO Powertrain Production plant in Köping, Sweden.**

"I know a lot of people who work for the Volvo Group and I have heard many positive comments. But it wasn't until I applied for a summer job that I realised how well it suited me. It's fun to work in a team, with people of many different ages. You never feel alone," she says.

Erica Myrelid is currently based at Soft Machining Synchronizing, where she works on clutch sleeves. Two weeks in production are followed by a week of theory.

"It's great and I'm really going to take advantage of this year. I want to learn as much as possible about the way things work, as well as being able to solve the problems that can occur in production," she says.

During the year, Erica Myrelid is going to share her experience in a blog.

"I will try to make it as realistic as possible. I want to describe the things that are funny, but I'm also going to share things that are difficult and demanding." ☺

1,200 HAVE COMPLETED THE VOLVO STEP

- ▷ The Volvo Step is a vocationally oriented one-year training programme. The target is to find young talents and give young people the opportunity to enter the workforce.
- ▷ Since the start in 2012, 1,200 young people have completed the programme.
- ▷ In November 2015, the fourth round of the Volvo Step got under way, with 100 participants at 11 different plants throughout Sweden.
- ▷ Read more at www.volvostaget.se
The Volvo Step can also be found on Facebook, Instagram and Twitter.

PHOTO: ÅSA BRAKANDER



"We have found many young talents"

JENS OHLSSON, HR BUSINESS PARTNER IN KÖPING

"The Volvo Step has produced excellent results. In addition to offering young people a way into the workforce, it has helped us to broaden recruitment. By focusing more on soft values in our recruitment, we have

found many young talents who might otherwise not have applied to work in industry. During the first three years here in Köping, we have taken on 40 people, many of them young women, which is fantastic from a diversity perspective."



PHOTO: VOLVO TRUCKS; RENAULT TRUCKS

THE SANCTIONS

On 16 January 2016, the EU lifted nuclear-related economic and financial sanctions for Iran. The action followed verification by the International Atomic Energy Agency (IAEA) that Iran has implemented the measures proposed.

Potential for growth in Iran

IN JANUARY MANY of the trade sanctions against Iran were suspended. What does this mean for the Volvo Group?

The lifting of sanctions against Iran can potentially bring many positive developments for the region. With a population of 80 million and a GDP of \$370 billion, Iran is an emerging market with growth potential. There is a vast demand for trucks, not only in the key oil and gas sectors but also in construction and infrastructure. Iran's Ministry of Industry, Mine and Trade estimates that around 200,000 commercial vehicles will have to be replaced in the coming years.

In 1980 Volvo Trucks signed an industrial and supply co-operation agreement with the state-owned company Saipa Diesel. Over the years, a full CKD (Completely-Knocked-Down) operation was developed. It initially started for the Volvo N and F models and then expanded to include the successful Volvo FH model. Renault Trucks entered the Iranian market in the year

2000 with the assembly of Midliners and Midlum in collaboration with Saipa Diesel. Historically, Renault Trucks has also successfully imported and sold the Premium and Kerax ranges in Iran.

THE VOLVO GROUP did not deliver trucks or parts to Iran between 2012 and 2014 due to trade sanctions against the country. With sanctions lifted and the banking system once again in operation, Lars-Erik Forsbergh, Vice President Volvo Trucks Middle East sees the potential to resume sales, ramp up volumes and put Iran back among the top global markets.

"We have a running fleet of some 50,000 Volvo trucks in Iran, a large Renault truck population and an exceptionally strong Volvo image to build on. I don't believe in the 'gold rush' that you read about in media, but rather a steady business growth following a gradual recovery of Iran's economy," says Lars-Erik Forsbergh.

TOBIAS WILHELM



Lars-Erik Forsbergh

130 years of dedication and commitment

The Arvika Plant has a truly fascinating history. It began life as a small forge back in 1885 and has grown to become the Volvo Group's principal plant for the production of wheel loaders.

THE ARVIKA PLANT IS SITUATED deep in a Swedish forest, far away from large cities with their abundance of transport facilities and workers. So how has it been so successful?

The answer is simple: people with drive who have dared to think outside the box.

The company's founder, Per Andersson, was an innovator with a great head for business. After starting by selling uncomplicated ploughs, he moved on to produce castings and mowing machines.

In 1898, a contract to sell 2,500 mowing machines a year was signed with a dealer. The reputation of these Swedish machines quickly spread abroad and with customers in South Africa, Australia and South America, the Arvika Plant's turnover skyrocketed.

JUST BEFORE THE START of the Second World War, the company had more than 700 employees, annual sales of 15,000 agricultural machines and a site with an area of 280,000 square metres.

In 1960, the company was acquired by AB

Bolinder-Munktell in Eskilstuna. In the same year, the whole headquarters burned to the ground. In spite of this, over the next few decades, it succeeded in increasing the production of backhoe loaders, paving machines and crawler excavators. In 1966, the plant produced its first wheel loader.

IN 1995, FOLLOWING a merger between the Volvo Group and the American company Michigan/Euclid, Volvo Group became the sole owner of the company, which since has been known as Volvo Construction Equipment.

Today, the Arvika Plant is a high-tech facility with around 1,000 employees. The people driving the company forward can still be described as dedicated. In the latest VGAS, almost 90 per cent of employees said that they were looking for ways to improve productivity. No wonder colleagues from the Volvo Group and visitors from other companies come here for inspiration. Per Andersson would be proud.

MARIA RHÖSE O'CONNOR

1918



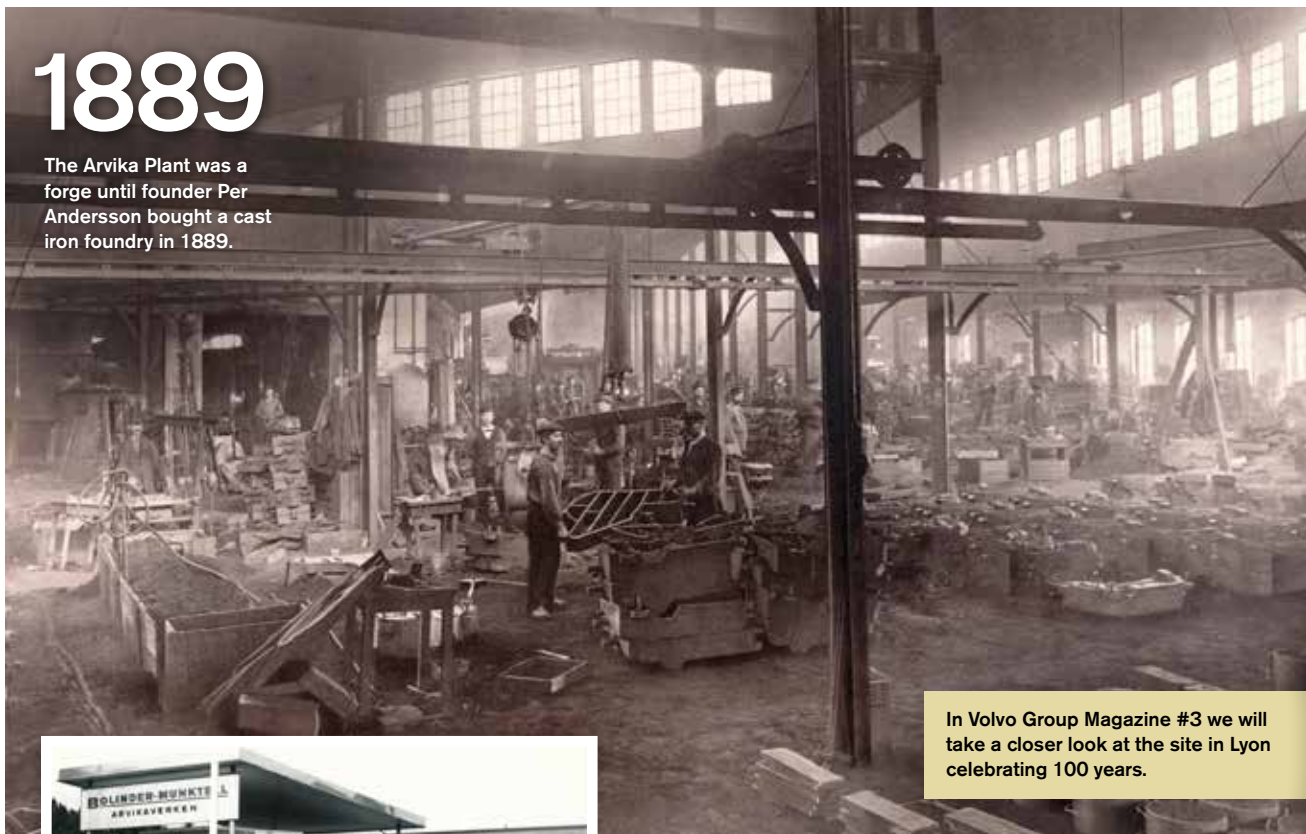
The Arvika Plant's product designers



The newly launched G612 excavator on parade in Arvika in 1965.

1889

The Arvika Plant was a forge until founder Per Andersson bought a cast iron foundry in 1889.



In Volvo Group Magazine #3 we will take a closer look at the site in Lyon celebrating 100 years.



A tracked vehicle drives through the new gates on a test run in 1965.

1970



The first LM 845 rolls out of the Arvika Plant in 1970.

1978

A proud team show off the 5,000th LM 846.



The workshop in the 1920s

Being wiser with water

In a grey industrial area, officially classified as a “blue water scarcity zone”, the 120-acre Volvo Group Trucks & Bus plant on the outskirts of Bangalore in South India has managed a near miracle. In the past three years, it has generated water for its industrial use, while also maintaining lush green surroundings with over 5,000 trees, and has recharged the ground water table for its neighbours too.

It started in 2013 with some ambitious water conservation measures – injection of rainwater into bore wells, percolation ponds and

a lake to recharge and rejuvenate the water table, creating a sustainable, long-term solution.

“These efforts have made the company a responsible corporate citizen in a drought area with severe water stress, benefiting not only us but our neighbours too” says Shivakumar P, Site Manager, Volvo Group Real Estate.

After domestic water consumption was reduced by 60 per cent through tap regulators, the first step in water rejuvenation was to create 30 infiltration wells. Located strategically at lower points on site and connected to storm water channels to harness rainwater, these collectively harvest 135 kilo litres every year.

Apart from reducing the need to buy water, the rainwater lake is also home to fish and birds, and adds a nice ambience to the plant. “It also recharges the ground water. In the adjoining farmland, the two bore wells are now brimming with water,” says Shivakumar P.

Next, open borewell recharge units filled with multiple layers of filters were created.

The third step was the creation of an artificial lake at the deepest part of the plant, to enable the natural gravitation of rainwater, and create a storage capacity of around 35 million litres of water.

In addition, every year low-water consuming trees such as mahogany, silver oak, rose wood and teak are planted on site.

The end result: the rejuvenation of around 259 million litres of water every year, an admirable feat in a dry and distressed industrial belt.

R F MAMOOWALA



PHOTO: KIRAN NAMA

ULRIKA JACOBSSON

“The power of dialogue”

THE INFORMATION WE get every year from all employees responding to VGAS is a strong indication of how our strategy and culture are lived in the Volvo Group. The Employee Engagement Index has declined for two years in a row. According to Kenexa/IBM, who supplies us with the survey and external benchmarks, there are some key factors for us to focus on in times of change and challenges. The first is constantly to have a dialogue in our teams about our company purpose, break it down to each team and make sure everyone sees their contribution to it.

The second relates to transparent communication. Extensive research shows that engagement can remain stable or even increase in organisations going through tough changes – if the leaders take the opportunity to speak frequently with their employees. Leaders and teams that have a constant open and honest dialogue, not only about what is going on, how we feel about it, what we fear, but also about the benefits it will bring, appear to manage the change better.

IT IS A QUESTION OF CONNECTING the head and the heart to create a common understanding of where we are going, who we need to be as a company and where we, as individuals, fit in. Doing this makes us feel more involved and perceive change as something happening *with* us, not to us.

When communicating, never take it for granted that other people have the same knowledge and experience as you. Repeat the full story and use the dialogue as an opportunity to listen and learn from other perspectives. This is a useful tip from Cecilia



Ciao, 哎, hola, hello, hey, hé, hei, ஸ்ஹீ!

This time the quiz is all about languages.
Need some help? All the answers can be found
in the magazine. Good luck!



1

*Which language
does the word
'Volvo' come from?*

- A. Swedish
- B. Latin
- C. Greek

2

*Which CEO
coined the term
"Bad English"?*

- A. Leif Johansson
- B. Olof Persson
- C. Sören Gyll

3

*Approximately
how many different
nationalities work
within the Volvo
Group?*

- A. 150
- B. 130
- C. 100

4

*Working for Uptime
Solutions in Ghent
requires the ability
to speak multiple
languages. What is
the minimum number
of languages each
employee speaks?*

- A. 4
- B. 3
- C. 5



5

*How many Volvo
Group employees
have English as their
first language?*

- A. 50 per cent
- B. 45 per cent
- C. 30 per cent

7

*What are the most common languages
in South Africa?*

- A. Zulu, Xhosa, Afrikaans and English
- B. Afrikaans, English, Xhosa and Northern Sotho
- C. Zulu, Afrikaans, English and Swazi

*What is Martin
Lundstedt's favourite
expression?*

- A. Nu fikar vi!
- B. Nu kör vil!
- C. Nu rullar vi!



PHOTO: VOLVO TRUCKS, COLOURBOX, SÖREN HÅKANLIND



WIN A DUFFEL BAG!

Email your answers to groupmagazine@volvo.com no later than 31 May 2016.
Write "Quiz" on the subject line. Remember to include your name and address.
Three lucky winners will receive a red duffel bag from Renault Trucks. The bag has
black handles, one adjustable strap and a zipper pocket at one end. The duffel bag
is 56.5 cm long.

VOLVO