

Volvo Group magazine 4.2018

ROOM TO GROW

ONE VOLVO GROUP, COUNTLESS OPPORTUNITIES



Responsibility and freedom enable people to grow

WE ASPIRE TO be the most admired employer in our industry. It is important that we have a good reputation as a company, so that we can attract new, talented individuals to come and work for us.

The way we are perceived by others is shaped by the way we actually behave as a company, how we meet our customers so that they trust us and regard us as a long-term business partner and how all of you who work here experience your working situation. Feeling that we are trusted and are given the opportunity to take responsibility is one aspect that has a major impact on how we feel at work.

WE ARE CONTINUING our journey by moving decision-making powers further out in the organisation, so that the people who are closest to our customers are given a mandate to make the right decisions. This makes us faster, more efficient and even better at finding the right solutions for our customers. At the same time, it gives more of our employees the opportunity really to drive business forward.

This company has an incredible strength thanks to all fantastic colleagues who work here.

People who are prepared to take responsibility for their link in the chain but also for the big picture. I am convinced that people who take responsibility grow and flourish when they are free to act – and that they should be given this freedom. This gives us the greatest potential to create value and achieve results. As a company. As a team. As professionals and individuals.

This issue of *Volvo Group Magazine* takes a look at some of the many opportunities for personal growth and development within the Volvo Group. Read, be inspired and think about how you would like to take responsibility for your own development!

MARTIN LUNDSTEDT
PRESIDENT AND CEO,
VOLVO GROUP



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The start of a new journey

Three newly employed engineers share their thoughts and expectations and explain what attracted them to the Volvo Group.



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A more strategic position

Since relocating its customer adaptations workshop closer to the plant, Volvo Trucks South Africa has seen immediate results.



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Turning the tables

A new pilot project is seeing younger employees mentoring more experienced managers.



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A world of opportunities

Meet just some of the people who have experienced exciting and varied careers, while staying within the Volvo Group.



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Teamwork and attention to detail

Experience first hand what it is like to compete in VISTA, the world's largest competition for workshop personnel.

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PHOTO: RENAULT TRUCKS, VOLVO TRUCKS, MACK TRUCKS

Volvo Group expands into full-electric trucks

VOLVO TRUCKS, Mack Trucks and Renault Trucks have all announced new full-electric truck models in what represents a significant step forward in electromobility and sustainable transport.

In 2019, sales of the new Volvo FL Electric and FE Electric – designed for urban transport and refuse collection – will commence in Europe, while Mack Trucks plans to have a full-electric Mack

LR operating in North America. Renault Trucks has also announced a range of electric trucks spanning from 3.5 to 26 tonnes in 2019.

Each truck brand has benefited from the Volvo Group's R&D resources and tried-and-tested electromobility technology, which is already being used successfully by Volvo Buses in its full-electric bus models.

PHOTO: CICCIO JONSON



The winners of this year's Volvo Technology Award are: Taerang Jung, Gijun Yoon, Chunhan Lee, Sangmin Gwon, Namgyu Kim and Dongsoo Kim, all from Volvo CE.

Smart excavator wins technology prize

A TEAM OF engineers from Volvo CE has won the 2018 Volvo Technology Award, after developing a smart hydraulic hybrid excavator. The innovation – which is currently just a concept – delivers significant improvements in fuel efficiency and productivity, thanks to an electronically-controlled hydraulics system, energy recovery system and pump optimisation.

"I am extremely proud," says Chunhan Lee, Volvo CE Emerging Technologies Research Engineer. "This innovation can help customers save money and reduce emissions. The entire team is thrilled that the judges have recognised its significance."

Volvo Trucks unveils Connected Safety

VOLVO TRUCKS IS launching Connected Safety, a cloud-based service that allows Volvo trucks and Volvo cars automatically to alert each other to hazardous traffic conditions. Thanks to pioneering collaboration, the two independent vehicle manufacturers can now share real-time traffic information.

“As the technology undergoes further refinement and more vehicles are linked to the system, real-time information will become an important complement to the various safety and

driver support systems found in our trucks today. Connected Safety marks the start of a new phase in our ongoing commitment to promote safe driving and prevent accidents,” says Emanuele Piga, Director Customer Solutions & New Services Development at Volvo Trucks.

Connected Safety will first be featured on new trucks in Sweden and Norway, where Volvo trucks and Volvo cars account for a significant proportion of new-vehicle registrations.

PHOTO: PETER BERG



THE NUMBER

60

... years since Volvo Construction Equipment started Volvo Days, its flagship customer event featuring live demonstrations. In June, visitors from more than 70 markets enjoyed the show in Eskilstuna, where the Customer Centre and demo area form the industry's largest facility of its kind.



Hand-held boat control

VOLVO PENTA'S NEW Easy Connect lets boat owners connect to their boat via their smart device – enhancing the experience both on board and at home.

The free app allows access to engine, boat and route data and is paired with an onboard bluetooth interface installed in the boat.

“With mobile apps now being an integral part of people's everyday lives, it's clear that boat owners want this kind of interactive connectivity when on the water and at home too,” says Anders Thorin, manager for product planning for electronics at Volvo Penta.



PHOTO: VOLVO BUSES

The Volvo 9900 and Volvo 9700 represent Volvo Buses' biggest renewal of its European coach range in over 20 years.

Volvo Buses launches new coach range

THE VOLVO BUSES' new coach range for tourist and line-haul operations includes two models – the luxurious Volvo 9900 and the versatile Volvo 9700. Both models are designed with a clear

Volvo brand identity. With the new coach range Volvo Buses is also introducing an innovative business offer – Volvo Care. It includes products, attractive packages, services and financing

integrated in a new and smarter way, taking efficiency, comfort and safety to a new level.

"I'm very excited and proud – this is a historic step, the biggest renewal

of our European coach range for more than 20 years! Our expectations are high, I believe we will meet and hopefully also exceed them", says Håkan Agnevall, President Volvo Buses.

PHOTO: RENAULT TRUCKS



Renault Trucks rewards its best retailers

RENAULT TRUCKS has run a competition to acknowledge its best-performing retailers. Twenty-eight laureates were invited to the Retail Excellence Club in Annecy, France, where the Renault Trucks Executive Management Team rewarded excellent commercial performances and commitment to customer satisfaction.

UD's Quon a hit with Heartful's all-female crew

LOCATED ON the west coast of Japan, Heartful is a dump truck operator with a difference – all its drivers are women. The company has recently introduced a new fleet of UD Quons and the move has proved popular with its all-female crew.

"It's an automatic. It's stress free and very comfortable to drive," says Midori Sasaki, who only got her truck driving licence three years ago.

Heartful was founded three years ago by Mayumi Watanabe, who decided to employ only women after noticing a shortage of drivers. She successfully recruited based on motivation over experience and created a female-



PHOTO: UD TRUCKS

Midori Sasaki from Heartful, Japan

friendly work schedule and environment. Heartful's reputation and customer base are growing. The next step is to expand with 50 more vehicles and the long-term plan is to develop into a comprehensive civil engineering company.

Heavy metal truck

As the lead guitarist of the Swedish metal band In Flames, Björn Gelotte is a world-touring rock star with a lot on his plate. But when offered the chance to design a heavy metal truck for Volvo Trucks, there was no question about it.

"It was a true honour. Growing up in Gothenburg, Volvo has always been a part of my life," says Björn Gelotte.

The collaboration resulted in an exhibition Volvo FH truck with a mean streak.

PHOTO: SÖREN HAKANLIND



Björn Gelotte, lead guitarist of Swedish heavy metal band In Flames, alongside Swedish Metal, the Volvo FH he helped design.

The Manufacturing Institute honours Volvo Penta's Valerie Harriell

VOLVO PENTA of the Americas Vice President of Human Resources, Valerie Harriell, was selected by the Manufacturing Institute as one of the top women in US manufacturing for 2018.

Valerie Harriell, who has been with Volvo Penta for ten years, is primarily responsible for recruiting, retaining and supporting employees. She has been instrumental in branding Volvo Penta to attract top talent.



Valerie Harriell receives her award at a gala dinner in Washington DC with Ron Huibers, President Volvo Penta of the Americas.

Valerie Harriell and the other honourees were recognised at a gala dinner in April in Washington, DC.

PHOTO: VOLVO PENTA



PHOTO: PRIVATE

HELLO...

... **Malcolm Martin**, Tax Manager, UK

You are retiring after 45 years with the Volvo Group – that is quite some time! How did it begin?

"I started as a management accountant in 1972 with an independent importer in Scotland, which the Volvo Group soon took an interest in and bought. Back then, it was a small company with an entrepreneurial spirit that gradually took over the processes and systems of a large multinational."

What changes have you experienced in your career?

"I started in the early days of computer systems and we did accounting manually in books and with accounting machines and punch cards. So, it is obviously a big change to today when everything is fully computerised."

"Standing back, one can see the sort of classic 'centralisation-decentralisation' change in the Volvo Group. In the early days, a lot of responsibility was taken locally and it gradually became more centralised. With the arrival of Martin Lundstedt as CEO, I can see more of a switch back to local decision-making, which is obviously driving change within the organisation."

Any advice to those of us who still have a few years to go to complete 45 years in the Volvo Group?

"Yes. Take advantage of all the opportunities and the range of activities in the Volvo Group in terms of business areas, job functions and geographical locations!"

TOBIAS WILHELM

In a much better place

With a new set-up for customer adaptations, Volvo Trucks in South Africa has succeeded in increasing sales and cutting costs. For customers this means shorter lead times.

TEXT LINDA SWANBERG PHOTO BRETT ELOFF



The new workshop in Durban includes six technicians who are responsible for adapting trucks to match customer requirements. From left to right: Maganathan Nadioo, Qiniso Phungula, Musa Mkhize, Lindo Mbunge, Minenhle Mhlongo and Mcebiseni Zweliftle.

The Volvo X-dock is situated on the outskirts of Durban in South Africa. It houses the Volvo Group's logistics centre and this is also where virtually all new Volvo trucks are brought when they leave the line at the GTO truck plant one kilometre away. However, this has not always been the case.

"The way we used to work involved a great deal of unnecessary transport. A truck could have been driven 1,000 kilometres before it was finally delivered to the customer," says S Gangadhar, Plant Manager GTO Durban Plant.

Until the turn of the year, most of the trucks produced at this plant were taken to Johannesburg. As 80 per cent of all the trucks in South Africa are produced to stock and not for a specific customer, after being sold, the trucks were then transported to a dealer, a body builder or a workshop to be adapted to suit customer needs and wishes. This meant that the trucks were spread all over the country and the set-up resulted in long lead times and difficulties delivering trucks to customers in time.

In 2017, a cross-functional project, involving GTO Durban Plant, Volvo Trucks Sales, GTO



S Gangadhar, Plant Manager, and Renny Andrew, Manager Production Logistics and Customer Adaptations have a close collaboration.

“We have discovered new opportunities to increase savings even further.”

S GANGADHAR, PLANT MANAGER, DURBAN

Production Logistics and GTO Pretoria Plant, was initiated. The target was to find a new, more effective working method that would cut lead times to the customer, while reducing the cost of logistics and transport.

In his role as manager for Production Logistics in Durban, Renny Andrew is one of many employees who have played an important part in the project. “As we already had Production Logistics at the X-dock here in Durban, it was initially simply a question of taking on more space,” he says. “It was a completely new operation and in the beginning there was a

great deal of frustration. But now everybody is on the same page and the support from all the departments has been fantastic.”

At what was previously solely the Production Logistics Centre in Durban, there is now both stock and a workshop where six technicians are involved in adapting trucks to match customer requirements and wishes. On average, different customer adaptations are made to 200 trucks every month.

“By having the stock and the workshop in the same place, sales have much more visibility. Now they know exactly which trucks can be sold immediately and which trucks are in the backlog,” says Renny Andrew, who is now also Manager for Customer Adaptations.

The hard work Renny Andrew and his colleagues invested in introducing the new working method quickly produced positive results.

Volvo Trucks South Africa has captured an increase in market share, from 16 per cent in

SOME EFFECTS AND RESULTS OF THE NEW CA SET-UP

- ▶ Increase in market share, from 16% in 2017 to 20% first quarter 2018
- ▶ Forecast savings 2018 (based on the first quarter): ZAR 7,483,000
- ▶ Lead time reduced from 32 days average to 17 days average in Q1 2018
- ▶ Closer collaboration between Volvo Trucks Sales and GTO around lead times and market requirements

Johannes Ngid works with customer adaptations on new Volvo trucks at the X-dock in Durban.



Njabulo Shange works as an assembler at stage 9 at the plant in Durban. Part of his work is to assemble the anti fuel theft customer adaptations on the trucks.



Certain customer adaptations solutions are installed in the Durban assembly line. Joy Buthelezi works in pre assembly stage 8.

2017 to 20 per cent in the first quarter of 2018.

“Part of this increase is the result of shorter lead response times, delivery lead times and flexibility in the stock yard and at customer adaptation assembly,” says S Gangadhar.

The forecast for 2018 is savings of more than ZAR 7,000,000 thanks to reduced costs for transports and other areas.

“After starting up CA Assembly within the GTO organisation, we have discovered new opportunities to increase savings still further,” says S Gangadhar.

AS CUSTOMER ADAPTATIONS are now made so close to the plant, it has also become easier to obtain an overall picture of the adaptations

customers want. As a result, most standard adaptations, like the ones that relate to national regulations, for example, can already be made at the plant.



Roger Landström

“If we can fit the right things from the start, it will be less expensive for the customer and enhance quality at the same time,”

says Roger Landström, Manager Engineering & Maintenance, GTO Durban Plant.

The project has generated a great deal of pride and everyone involved has been really inspired by the good results.

“We have a very good market share, but we are still number two. The goal is naturally to get to that number one position,” says Renny Andrew. ☺

Smoother flow means faster deliveries

“**WHEN IT COMES** to sales, we have been experiencing problems for several years because of our inability to deliver trucks on time. Even if everyone is really working incredibly hard, we have always been slightly behind and this has created a great deal of frustration, both internally and for customers.

“The new set-up has removed a bottleneck when it comes to the adaptation of stock trucks according to customer needs and demands. We are now doing the right thing in the right

place and we have a flow that is much faster and smoother.

“I have seldom seen such a dedicated team and everyone involved has really done a fantastic job. The most important factor in this success was that we made the customer the focal point. This is not a project that is designed to increase internal profitability. It’s a question of ensuring that customers receive their trucks at the agreed time and with the right specifications. Which is exactly what is happening right now!”



TORBJÖRN CHRISTENSSON,
FORMER MD VOLVO GROUP TRUCKS
SOUTHERN AFRICA

Aiming to be number one

One of the Volvo Group's aspirations is to be the most admired employer in its industry. In this issue of *Volvo Group Magazine*, we take a closer look at what the Volvo Group is doing to attract, develop and engage the best people. We start by meeting three new colleagues at GTT.

TEXT NIC TOWNSEND & LINDA SWANBERG PHOTO PATRIK OLSSON

“I’m not just looking for a job, I’m looking for a mission”

FERNANDO ESGUERRA, JOINED THE VOLVO GROUP IN 2017

“**MY DREAM HAS** been to work for Volvo ever since I moved to Sweden in 2007. I did my master’s thesis with Volvo Cars in Skövde, but the financial crisis made it difficult to get an opportunity there. My dream was put on hold until my wife and I had our first child. Something that I want to teach my son is to follow his dreams and the best way to do that is to be an example, so I decided finally to follow my dream.

“When I applied to GTT, I was not just looking for a job, I was looking for a mission, a task that would take me out of my comfort zone and let me explore new areas in engineering. I had five non-negotiable conditions: a company that inspires me, a product that I feel passionate about, a position that challenges me and stretches me into different areas, management that encourages and empowers me to do my best and a great work environment and team spirit.

“The Volvo Group fulfils all these points. It is a company that inspires me. It is forward thinking; I like the mind-set and culture; and being part of a team that gives its best to make the next generation of trucks and bring forward new technology.

“In fact, so far it has been more than I imagined. It is a diverse company (although not many other Colombians) and I feel I can grow and develop as much as I want. Some of the things that have had a big impact on me are the Volvo Group University, the YEC (Yearly Efficient Cycle), continuous improvement and constant opportunities to keep learning and developing in new areas and improving my knowledge.” ©



A portrait of Mina Mirhendi, a woman with long brown hair, smiling and looking to the right. She is wearing a green t-shirt. The background is a plain, light-colored wall.

“I would like to become an expert in my field of technology”

MINA MIRHENDI, JOINED THE VOLVO GROUP IN 2017

“I MOVED to Gothenburg from Iran four years ago to study materials engineering. I first learnt about the opportunity to work for the Volvo Group at a job exhibition, CHARM, while I was studying at Chalmers University. I was very excited when I got the news that I would be a Volvo Group employee.

“Before I joined, my perception was that it is a high-tech company and this has been proven to be accurate. Since joining, I’ve discovered that there is also a strong sense of teamwork, trust and mutual respect. From my manager to all my colleagues, everyone is very supportive. The Volvo Group gives its employees room to develop.

“As a standardisation engineer, I’m responsible for evaluating and harmonising all the different points of view from the various business areas and implementing them into our standards. It’s very challenging, but it motivates me every day, because I’m connecting with so many people, all of whom are experts in their field and I am learning from them.

“One day, I would like to become an expert in my field of technology. To achieve this, I need to constantly to improve my knowledge and be able to contribute ideas on what can be improved in my field. I feel that the Volvo Group gives me this opportunity.”

“I’m really pleased I took this step”

MATTIAS HEJDESTEN, JOINED THE VOLVO GROUP IN 2017

“**WHEN THE POSITION** of Feature Specialist Aerodynamics at GTT was advertised last year, I felt it was only natural to apply. I had been in the same team at Volvo Cars for 13 years and I needed a new challenge in my career.

“I’m really pleased I took this step. Just like Volvo Cars, the Volvo Group is an attractive company with sound values and ambitious targets. I received a warm welcome and my supportive manager introduced me very well. As a new member of a team, it’s incredibly important quickly to see yourself as part of the big picture in order to feel engaged and deliver more effectively.

“In my role, I’m involved in different product and method projects and, in just a short time, I have made many important contacts with committed stakeholders within the organisation. I’m the leader of a team with fantastically skilled members and it’s my job to inspire and set the direction for our work. Teambuilding and feedback are important to me and I really see the Volvo Group giving me the potential in continuing developing as a leader.

“Since I started this job, I have been appointed Engineering Feature Specialist & Global Expertise Team Leader - Aerodynamics & Soiling. This involves leading our area’s network in the creation of visions and long-term plans for knowledge and technology development to enable us to work proactively, improve quality and reduce the lead times.” ©





PHOTO: CHRISTER EHRLING

In the last year, Volvo Group Trucks Technology (GTT) has recruited many new engineers. “The most important factor to attract top people is our exciting technologies,” says Sandra White Nyvall, acting Senior Vice President HR, GTT. (Since publication, Cecilia Hallengren Aronsson has assumed this position.)

Be the best to attract the best

For Group Trucks Technology (GTT), rapid technological development has increased demand for new competence and the competition is fierce. Sandra White Nyvall, acting HR SVP, explains the keys to being an attractive employer.

How far has the Volvo Group come in terms of being the most admired employer in the industry among engineers?

“In the past year, we have recruited some 500 engineers and we have a

high rating in employer of choice from our partner universities. The most important factor to attract top people is our exciting technologies. In the automotive industry, THIS is where it happens.

“One area where we have made much improvement is in the on-boarding of new colleagues. The GTT Graduate Trainee programme is intended to fast-track the steep learning curve that is needed to become proficient in our organisation. The same type of training now exists in a compressed version for new employees with more professional experience. The GTT Ignition Days take place some six to nine months after starting a

job and is designed to increase the understanding of GTT's context and operations."

Apart from working on advanced technology, what do you think is important for new recruits?

"It is worth mentioning that people who leave us frequently come back and that a major reason for returning is work-life balance and our advanced technologies. We should actually work actively with these 'boomerang hires'. It should be okay to leave, learn new things and come back. We should also consider working more flexibly with our compensation programme. For example, a 25-year-old might not be all that excited about getting a really good pension plan."

What else does it take to be a globally attractive employer?

"If we take Gothenburg as an example, there is an automotive hub here with several innovative players to draw strength from, which makes this an attractive region in our industry. It is important to strengthen our position as a leading player in technology in this region."

"In parallel, we need to continue to work with society at large to create good infrastructure: people want good schools, housing and means of transportation. Campus Lundy will have an important role to play in this as well, as our future workplace with modern facilities and prerequisites for cooperation."

What competences are needed now and in the future?

"In general, we have seen a shift towards more electrical and software engineering. But this competence gap cannot be solved only by recruiting new people. One successful example is Lyon 2020, a competence change programme for some of our employees in Lyon. One challenge for the future is that we need to show engineering students that our technologies are complex, challenging and that we offer exciting opportunities." ©

TOBIAS WILHELM

FACTS AND FIGURES

1

The Volvo Group is at the top of the ranking of the best employers in the Brazilian automotive sector. This is the conclusion of the survey "The best companies to work in Brazil", conducted by *Você SA magazine*. The survey is an important reference in this area in the country and the Volvo Group has been among the leading companies in this ranking for over a decade.

2

For the second time in a row, Volvo Polska has been ranked number two in the ranking of dream employers. The ranking was based on Randstad Employer Brand Research.



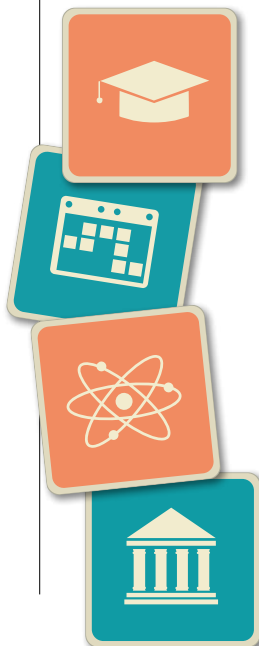
Every year, students in Sweden select their dream employers in Universum's survey, *FöretagsBarometern*. In 2017, the Volvo Group increased in all four student categories.

3

Earlier this year, the Volvo Group was named Sweden's third most attractive employer in the Randstad Awards – Employer Brand Research 2018. The three key factors that create an interest for the Volvo Group are the latest technology, financial well-being and good opportunities for career development.

4

In France, the Volvo Group has been ranked 4th among the companies where it is good to start a career. The annual "Happy at Work for Starters"-survey is aimed at companies in France to find out how young people under the age of 28 who have a permanent contract, feel in these companies.



Work/life balance student's no 1 career goal

Every year, analytics firm Universum conducts a survey among students at universities all around the world. One of the questions relates to the students' most important career goals. Here are the most important career goals for engineering/IT students in 2017.

- 1 To have work/life balance →
- 2 To be secure and stable in my job →
- 3 To be entrepreneurial or creative/innovative ↗
- 4 To be competitively or intellectually challenged ↘
- 5 To be a leader or manager of people ↗
- 6 To be dedicated to a cause or to feel that I am serving a greater good ↗
- 7 To have an international career ↘
- 8 To be a technical or functional expert ↘
- 9 To be autonomous or independent →

The arrows show the development compared with 2013.

SELECTION OF ONGOING INITIATIVES

- ▶ Intelligent digital workplace, with Office 365
- ▶ Easier to find trainings in Navigator
- ▶ Parking app, Gothenburg
- ▶ New digital time reporting at UD Trucks, Japan

TECHNICAL WORK ENVIRONMENT

PHYSICAL WORK ENVIRONMENT

DESIGNED AROUND ME



CULTURE

SELECTION OF COMPLETED INITIATIVES

- ✓ "Ignition days" onboarding programme
- ✓ Digital handling of work benefits, India
- ✓ Wi-Fi log-in without passwords

Employees first

With the Designed Around Me programme, the Volvo Group is adopting a new approach to the total employee experience – from job advertisement to retirement. To bring about change, however, everyone needs to be involved.

IN JAPAN, A new digital system is going to make the time reporting easier, while in Gothenburg an app is being developed to help employees find free parking spaces outside the office. Even if these are two separate projects, they have something in common. They are both part of Designed Around Me, which aims to simplify employees' working days.

"It focuses on the whole of our journey as employees at the Volvo Group. It begins with the way we initially find and apply for a job and ends with the way we leave the company, including everything in between. This experience has a decisive effect on engagement, which in turn drives performance," says the programme manager Marie-Louise Bergh Converse.

Designed Around Me is a cross-functional partnership between truck divisions/business areas and HR, Strategy, Communication, IT and Real Estate group functions. The idea is that all the important interactions between the employee and the company should be based on the employee and not the other way around. The initiative has a steering committee made up of four people who inspire, coordinate and actively support projects. The aim is that everyone should contribute by constantly thinking about ways of improving the employee experience.

"It isn't a question of creating 'a top-down programme' which is going to solve every problem but instead to make changes in small steps and in many different areas. We believe

that working together and cross-functionally will achieve the best effect, with the recipients' best interests as the focal point. Future generations will definitely not be interested in a 'one size fits all' solution. They will expect personalisation," explains Marie-Louise Bergh Converse.

DESIGNED AROUND ME focuses on the employee experience and can be divided into three parts: the physical work environment, the technical work environment and culture. This encompasses everything from extensive onboarding programmes for newly employed GTT engineers to a solution that makes the intranet accessible via mobile phones for as many colleagues as possible.

"Learning from colleagues' good examples is also included in the culture associated with Designed Around Me. Don't waste time on a problem someone else has already solved," says Marie-Louise Bergh Converse.

However, this does not mean that people should content themselves with someone else's work. They should instead continue to build on existing ideas concept wherever possible.

"The most important thing I have learned in this role is that we are doing lots of really good things in the Volvo Group – but sharing is still not part of our culture. This is a cultural change we need to drive and learn together. We are going to create the Volvo Group in which we want to work," says Marie-Louise Bergh Converse. 

TOBIAS WILHELM

STEERING COMMITTEE FOR DESIGNED AROUND ME

Kerstin Renard, EVP Group HR

Kina Wileke, EVP Group
Communication

Per Utterbäck, SVP Group Strategy

Olle Höglom, SVP Group IT

Trading places

Maria Bergving and Joel Laestadius are one of seven pairs participating in a pilot project in which juniors are leading seniors. The question is, what can a young employee teach an experienced manager? In a digital world where the conditions are constantly changing, the answer is simple: a great deal!

TEXT JIMMY HÅKANSSON PHOTO PATRIK OLSSON

One advantage of pairing co-workers like Maria Bergving and Joel Laestadius is that it increases people's understanding of the things that motivate different generations – and how they can meet.





MARIA ON JOEL

"I wanted to meet someone who grew up in the digital landscape and Joel is perfect. He is digitally driven, he has worked on start-ups and he is forward thinking and structured in the way he works. I think that the fact that he is open, has a great deal of energy and the desire to change things is a great combination."

Maria Bergving and Joel Laestadius are meeting at a café in central Gothenburg. They are here to discuss the design of their mentorship programme. They both work for the Volvo Group, but they have different positions in different parts of the organisation. She is Senior Vice President of Brand, Marketing and Communication at Volvo Trucks, while he is involved in purchasing logistics services for the Volvo Group. Even if Maria Bergving is a member of the executive management team at Volvo Trucks and has far more professional experience, Joel Laestadius is the mentor.

"Sharing knowledge does not have to take

"If we are to attract new employees, we have to find ways of complying with their demands"

MARIA BERGVING, SENIOR VICE PRESIDENT, BRAND, MARKETING & COMMUNICATION, VOLVO TRUCKS

place from the top and down in an organisation, it can also move in the other direction. My generation has grown up with a mobile phone in our hands, we have a natural way of searching for information on the web and moving around in digital environments. I'm hoping to be able to inspire Maria and show her my take on digitalisation," he says.

Allowing a junior to mentor a senior is not as unusual as it might sound. In the 1990s, the then CEO of General Electric, Jack Welch, realised that his top executives lacked basic internet skills. His solution was to allow a younger, more tech-savvy generation to act as mentors for him and the other members of the management team. The term "reverse mentoring" was coined.


"Just take e-mail. Joel and his generation think it is old-fashioned. They have other methods for talking and discussing and they think e-mail belongs in the past," says Maria Bergving.

In all, seven pairs are taking part in the Volvo Group's reverse mentoring pilot project. The objective is to stimulate curiosity among leaders, encourage development and bridge generation gaps. It goes without saying that digitalisation is a "hot" subject.

"Mail is old school. There are other tools that can be more effective when you work in teams, tools that don't generate never-ending 'snakes' of e-mails," Joel says and gives some examples of digital communication tools.

Maria Bergving is not only interested in digitalisation, however. She wants to know what makes Joel's generation tick. Because, in 2020, more than half of all the people at work will be part of the millennium generation, born in 1983 or after. Attracting younger employees is absolutely vital for every company that wants to be relevant in the future.

"An enormous change has taken place in only the last 10-15 years. My generation wanted to



What is reverse mentoring?

As the name suggests, it is mentorship that reverses roles. A junior often leads a senior manager. The older person learns about digitalisation and the things that interest the younger generation. The younger mentor has the opportunity to make contacts and share the senior person's experience. Maria Bergving and Joel Laestadius are one of seven couples taking part in the reverse mentoring pilot project.



JOEL ON MARIA

"The first thing I noticed about Maria was that she is notably good at prioritising her time. She is progressive and she thinks it's important to test new things. What's more, she's very professional and has interesting thoughts about leadership."

"I think many younger people want to work at companies whose basic values we share. As we see it, a job is a way of fulfilling ourselves."

JOEL LAESTADIUS, SEGMENT OWNER, LOGISTICS PURCHASING, GTO

work for McKinsey, be managers and were happy to stay late. There has been a shift. The younger generation rarely stay at the same company, change roles more frequently and make greater demands when it comes to striking a balance between work and leisure. If we are to attract new employees, we have to find ways of complying with their demands," explains Maria Bergving.

Both Maria and Joel are convinced that a workplace that spans generations has a positive effect, but that does not exclude generational clashes.

"Sometimes the communication goes wrong. Even though my colleagues and I use the same words, we may mean different things," says Joel.

Maria Bergving interjects, "Studies show that the younger generation is generally more value

oriented. Why do people go to work? What do they feel they can contribute with? How can we be better at showing our employees the social benefits and higher purpose of what we do? It's about going from 'what' to 'why'".

Maria Bergving describes a job interview she held some years ago. The applicant was new to working life and asked a question that had nothing to do with the job, salary or benefits.

"What are your environmental targets? This is naturally important, but not a question that I asked at my very first job interview," she says.

Joel Laestadius agrees with her description.

"I think many younger people want to work at companies whose basic values we share. As we see it, a job is a way of fulfilling ourselves. Being involved in a project like this is really rewarding. It gives me more than just earning a salary," he says.

Unlike traditional mentorship, reverse mentoring is designed to enable everyone involved to develop. While Maria Bergving is given a more nuanced picture of Joel Laestadius' generation and digital skills, Joel receives a valuable insight into her role as a leader.

"This is going to be incredibly interesting," he says. "I'm convinced we have a great deal to learn from one another." ☺

Leading across generations

In the year 2020, five different generations will join forces at the workplace. This is an enormous challenge but also a great opportunity for those who can master them all, says Soulaïma Gourani, a lecturer and expert in generational diversity.

TEXT JIMMY HÅKANSSON

What will happen in the coming years?

“Numerous companies will suffer from hangovers because of a lack of focus on talent development and generation management. Companies must rethink their strategies now in order to target generation Y, Z and Alpha. The next two generations of working age are few in number. We will therefore need every single one and that ought to be reason enough to take talent development and our ability to lead across generations seriously.”

How can companies appeal to the younger generations?

“The companies must have a higher purpose than merely earning a profit. In addition, you have to keep your hands clean by not getting involved in corruption, child labour or giving yourself a bonus while ordering a pay cut for other employees. To survive the intense battle in the marketplace, the company and its management must create a corporate image that is based on the concept that you deserve your success.”

What are the main challenges going forward?

“Since 2015, four generations have been working together. Each one complex in itself. Now we see a shift

to five generations. This will be the first time that so many generations have worked together. It will be an enormous challenge to understand one another and get the best out of each other's differences.”

And what are the benefits?

“The benefit is diversity, meaning constructive conflicts and different points of view. But only if the company understands how to master them all. You have to make them understand each other. The biggest dangers facing many organisations are that we hire the ones that resemble us. Creating an environment where people look and act the same.”



Soulaïma Gourani is a motivational speaker, company adviser and expert in subjects such as strategic networking and employee motivation.



Generations

Baby boomers

(MID 40'S TO EARLY 60'S)

Famed for their work ethics, the “baby boomers” are loyal and committed employees and leaders. Work is often a major part of their identity and becoming a manager is a common career goal.

Generation X

(EARLY 60'S TO EARLY 80'S)

The gen Xers are more flexible and not as loyal as their predecessors. They have an entrepreneurial spirit and are more inclined to change careers.

Generation Y

(EARLY 80'S TO MID 90'S)

The “millennial” generation Y is the last generation that grew up in a pre-internet era. For this tech-savvy group a sense of meaning is important, as well as a work-life balance.

Generation Z

(MID 90'S TO MID 00'S)

Growing up in a post-digital age, generation Z are the first true digital natives. Basically born with a smartphone in their hands, they prefer texting to physical meetings.

Generation Alpha

(MID 00'S)

The current generation, Alpha, is predicted to become the most formally educated generation ever.

THE VOLVO GROUP AND ITS EMPLOYEES IN NUMBERS

91,688

The number of Volvo Group employees at the beginning of the year (excluding consultants and temporary employees)

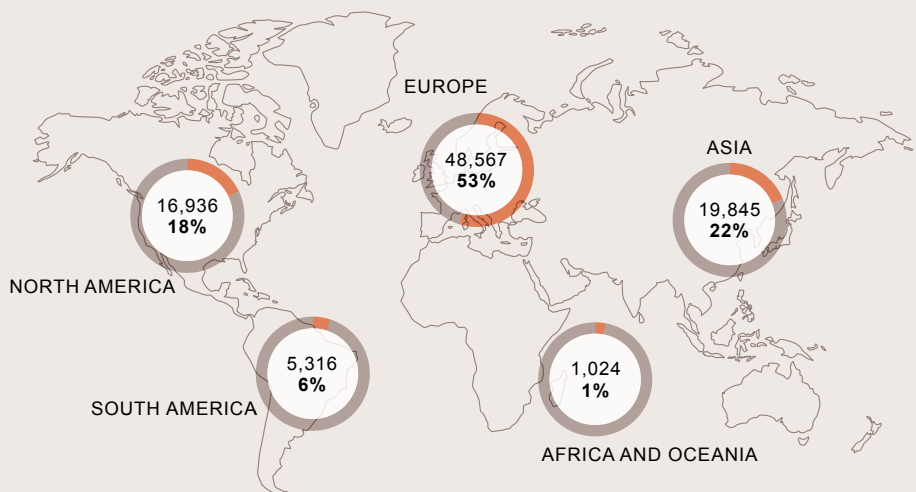


Average age women:
41.1 years

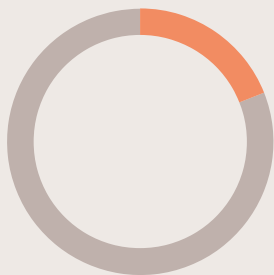


Average age men:
42.7 years

Numbers of employees in different parts of the world



Gender distribution all employees



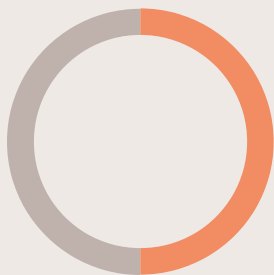
Women 18.8% (17,204)
Men 81.2% (74,484)

Gender distribution managers



Women 19.3% (1,854)
Men 80.7% (7,759)

Distribution of work roles



White collar 44,574
Blue collar 44,293

285

During 2017, 285 employees changed both job areas and organisation.

12

The number of brands supported by Volvo Group employees (wholly owned and joint venture)

190

The number of countries where Volvo Group's products and services are offered.

PHOTO: COLOURBOX

130

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

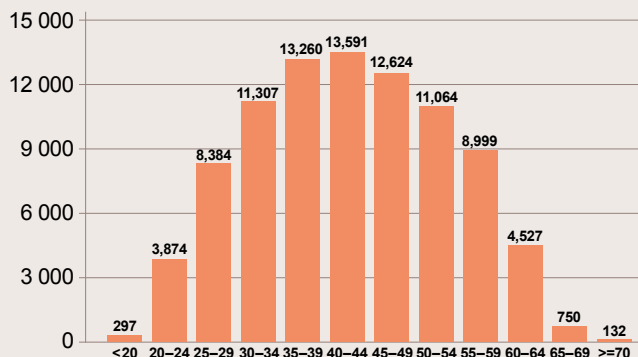
527

At the beginning of the year, a total of 527 employees were on international long and short time assignments. The most common countries to work in are the US, Sweden, Singapore, Japan, China and India.

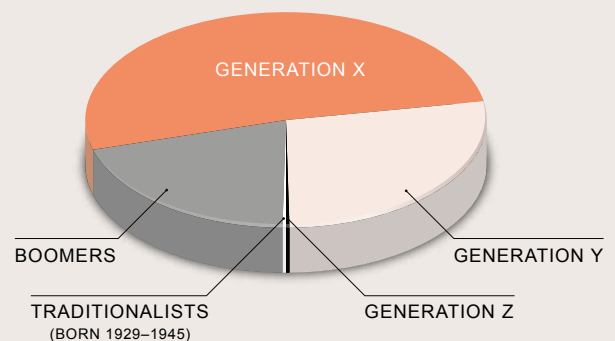
75%

The Engagement Index in the Volvo Group Attitude Survey (VGAS) 2017, an increase for the second year in a row. In 2016, the number of engaged employees was 72%.

Total age distribution



"Generations" in the Volvo Group



CROSSING BORDERS, BREAKING LIMITS

As a global company, the Volvo Group offers numerous opportunities for an international career. Here are just some examples of people who have packed up and taken on new roles in new countries, while staying within the Volvo Group.

TEXT NIC TOWNSEND PHOTO CHRISTER EHRLING & KIRAN NAMA



ALEJANDRA VAGO

Work: People and Organisational Development Specialist, Volvo Trucks

Journey: Moved from Argentina to Sweden



GUILLAUME RIBEIRO

Work: Project Build Project Leader, GTT

Journey: Moved from France to US



**DIVYA
BALASUBRAMANIAN**

Work: Group Manager,
Vehicle Functions
Development, GTT
Journey: Moved from
India to Sweden



ALBERTO RUIZ SAEZ

Work: Team Leader,
GTO assembly plant in
Skövde
Journey: Moved from
Spain to Sweden



ANDREAS ROUPÉ

Work: Chief Engineer,
Vehicle Connectivity
GTT Bangalore
Journey: Moved from
Sweden to India



MELANIE MARSHALL

Work: Brand &
Customer Satisfaction
Manager, Volvo Trucks
International Sales
Area
Journey: Moved from
Australia to Sweden



RONETTE STONER

Work: VP Finance
Planning and Analysis,
Volvo CE
Journey: Moved from
US to Sweden, via
China and Belgium

“Be willing to learn and try”

ANDREAS ROUPÉ HAD long wanted to live and work abroad, but, until his manager asked if he was interested in moving to Bangalore, he had never considered India. “After discussing it with my wife and two kids (aged 5 and 6), we decided to take on the challenge,” says Andreas. “So far, the experience has been really good and the whole family is enjoying it. There are cultural differences and I find myself in situations I’ve never been in before, but overall it has been easier than expected.”

Unexpected opportunities are a common feature of Andreas’ career since joining Volvo Technology as a master’s student in 2006. During that time, he has worked on developing

climate control software for the new Volvo Trucks’ and Renault Trucks’ ranges, driven electromobility development within Volvo Powertrain and overseen the set-up of a new electromobility section within the Group in 2016. His current role in Bangalore is to establish a section to oversee global responsibility for the Telematics Gateway software.

“**THERE ARE SO** many opportunities within the Volvo Group: you can become a technology specialist; move cross-functionally into sales, brands or operations, or move into leadership and project management,” says Andreas, who believes that the key to personal growth is having a willingness to learn and try new things. “Don’t focus too much on the next step in your career, focus instead on the assignment you have today. I don’t know where my career will lead me after Bangalore, but, as long as I keep learning new things and do my best in my current position, I know that new and interesting assignments will come.” ☉

Living in India is a rewarding experience for Andreas Roupé and his family and easily outweighs the difficulty of moving such a long distance.





"If we look around, there are plenty of opportunities," says Divya Balasubramanian, Group Manager, Vehicle Functions Development, GTT.

"It is a very open culture"

THE EXACT MOMENT Divya Balasubramanian decided she wanted to work for the Volvo Group was in 2007, when she saw a Volvo CE articulated dump truck at a trade exhibition. "I thought 'that would be cool to work with', so I looked Volvo Group up and they were hiring," she recalls. "I began working with electrical circuits, in a small team of just 15 people."

It was a good time to join, as the Volvo Group was growing in India and over the coming years, Divya would expand into different areas within electrical engineering. Her personal highlights have been working on the new Volvo FH and UD Trucks' Quester. "It's great when it all comes together and you see the final truck. Even now, when I see a Quester, there is some personal pride because I was part of its development."

Frequent opportunities to work in new areas and roles, along with the support and open dialogues she has always had with her managers, have been key to keeping Divya at the Volvo

Group for so long. "Earlier in my career, I was firmly convinced I should be a project manager, but my manager thought I was better suited to team leadership," she says. "So he let me try working as a sub-project manager. I soon realised that it wasn't for me, that I'm a people person, not a task person, and my manager let me discover that for myself."

IN 2016, DIVYA and her family relocated to Gothenburg, where she now leads a team within GTT. At first, she found the transition difficult, but the support she has received from colleagues has been instrumental in helping to turn this around.

"It is a very open culture, which helps, but it is up to you to seek help – this is something I've learnt since moving here," she says. "The Volvo Group is a good eco system if you want to grow. If you want to test ideas, you can put your hand up and it is possible to have an impact. But the onus is on you." ●



PHOTO: THOMAS HARRYSSON

Alberto Ruiz Saez and Raquel Canga Bravo, with their children, Diego and Helena. "Skövde is a really quiet, nice place to live when you have a family. Our home is close to the plant, cafés and shops."

"We are a real Volvo family"

WHEN THE VOLVO Group closed its plant in Madrid, Spain, Alberto Ruiz Saez was offered a job at the Powertrain production plant in Skövde in Sweden. He and his family have now been living there for just over four years.

To begin with, he was an operator, but he is now a team leader for one of the shifts machining crankshafts.

"The biggest difference is that I am responsible not only for myself but for an entire team. I am also more involved in what happens at the plant, such as improvement programmes."

For a period, Alberto has chosen to work weekend and night shifts in order to study Swedish during the day. Swedish has been an important tool to help him integrate at work and in Swedish society.

"**EVERYTHING HERE IS** very different compared with Madrid and Spain, but, if you have an open mind, there are also a great many opportunities. For some time now, my wife has also been working at the plant as an operator. So we are a real Volvo family!" ☉

“It has helped open my mind”

IN HIS SEVEN years working for Product Build at Renault Trucks in Lyon, Guillaume Ribeiro has regularly worked with GTT colleagues across the globe. However, this year, he went a step further and took on a short-term assignment in Hagerstown, US.

“I’ve met lots of different people and it has helped open my mind,” says Guillaume Ribeiro. “It has been a very enriching experience – not just for me but for my whole family.”

For Guillaume’s wife, daughter (aged 10) and son (6), it is essentially an extended holiday and a chance to experience another culture. However for Guillaume, it is broadening his professional outlook too and making the transition to another site in a different country has been eye-opening.

“We work on the same kinds of project with the same goals, but the work split is different,” he says. “Here, the team manager is much more involved in the projects and that has been very interesting to see.”

Once the assignment is completed, Guillaume hopes to move into management and he has already begun the Exploration for Emerging Leaders training programme. “When you join a company as big as the Volvo Group, you can expect a lot of opportunities. There are so many different positions and the Volvo Group is constantly evolving.”



For Guillaume Ribeiro, the opportunity to work in the US has been both professionally and personally rewarding.



Alejandra Vago believes moving to Sweden in a new role has reinvigorated her passion for her job.

“Learning every minute”

SINCE BECOMING HR Director for Renault Trucks Latin America in 2010, Alejandra Vago’s career within the Volvo Group has taken her far and wide. She became HR Director for the Volvo Group Argentina in 2012, led HR projects in Chile and Colombia and at one stage was even acting MD for Argentina. But after seven eventful years, she felt she needed a new challenge and so she took on a short-term assignment in Sweden working for the Volvo Trucks’ global HR team.

“It was never my plan to go to Sweden,” she says. “It was so far away. But, when I heard about the opportunity, I thought I had to try.”

Alejandra’s six-month assignment proved so successful that she extended for a further two years and will remain in Gothenburg until 2020. “I feel younger, because I’m learning something new every single minute. And I’m really proud that I survived the Swedish winter!”

For Alejandra, the global spread of the Volvo Group means that there are always opportunities, but it is up to the individual to pursue them. “Everybody is responsible for their own development – you have to take the lead. And, when you do, the Volvo Group values and the HR community are ready to support you.”



"No matter what you want to do with your career, you can do it in the Volvo Group," says Ronette Stoner, whose own career has taken her across the globe.

Entry level to top level

Ronette Stoner has worked within the Volvo Group for 23 years, yet she continues to find new roles and challenges.

IN 1995, **RONETTE** Stoner saw a job advertisement in her local paper for an entry-level position as a financial analyst at Mack Trucks. She applied and got the job, but in those early days she thought she would need to change companies every two to five years if she wanted to develop her career. 23 years later, Ronette is still with the Volvo Group and can look back on her career that has taken her to China, Belgium and now Sweden, as well as a wide range of different roles and challenges.

“The Volvo Group is connected to my DNA – its values are my values so it has always felt like a natural fit,” she says. “I really appreciate the respect for individuals and the way people are treated with trust and transparency. I’ve never felt labelled or limited in any way. I can do

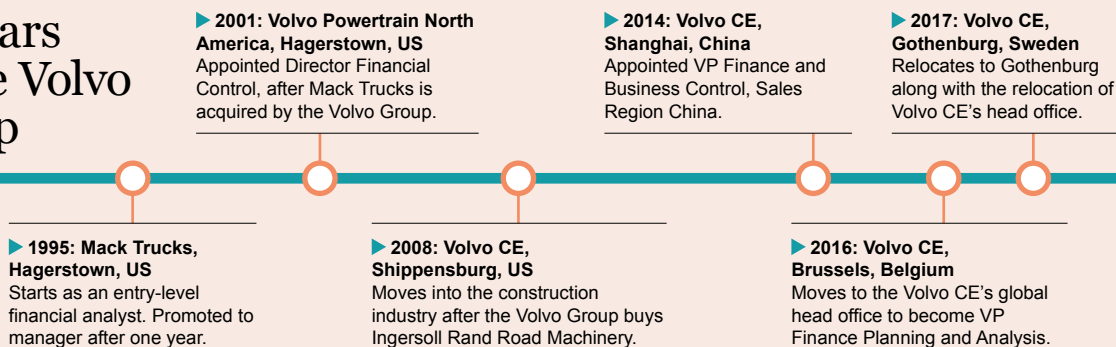
anything, go anywhere, just as long as I’m brave enough and willing to try hard enough.”

One important factor keeping Ronette within the Volvo Group for so long is that she always finds another challenge. When Mack Trucks was acquired by the Volvo Group in 2001, she took the opportunity to move to Volvo Powertrain and, when the Volvo Group acquired Ingersoll Rand Road Machinery in 2007, she was quick to move into the construction part of the business with Volvo CE. In 2014, she took on her biggest challenge yet: Finance and Business Control for Sales Region China.

“This was my first time living outside the United States and I went to a country and part of the business in crisis mode,” she recalls. “The market was falling more than 50 per cent year after year, with no end in sight. It was stressful and exciting, but oh so rewarding. I learned so much about crisis management, stabilising our daily business, changing business processes and I could go on and on. Perhaps the most important thing I learned was that leadership is transferable – people have the same wants and needs, no matter the location.”

IN COMING YEARS, regardless of whether she stays in Sweden, moves back to the US or moves somewhere else, Ronette is not planning on leaving the Volvo Group anytime soon. “The opportunities are many and varied and I can’t wait to see what new challenges lie around the corner. I’ve already accomplished so much personally, but I’m not done yet!” ☉

23 years in the Volvo Group



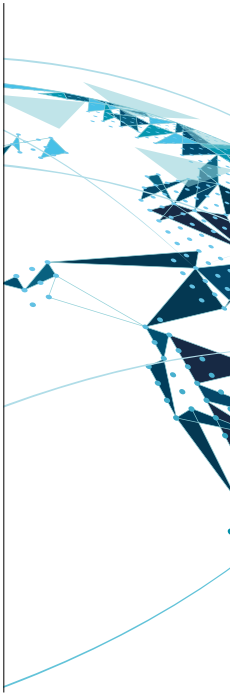
“Working in Sweden has long been my goal, but I didn’t think I would be here so soon,” says Melanie Marshall.



“I’m pushing myself out of my comfort zone”

MELANIE MARSHALL WAS called for two job interviews for different companies on the same day and she still does not know why she chose the one at Volvo Group Australia, but she is glad she did and puts it down to fate. “From the minute I walked into the office in Brisbane, I knew this was the company I wanted to work for,” she recalls. “I got a really good vibe from the people I met and could feel there was a good company culture. I was expecting it to be a very male-dominated industry, but there were a lot of women working there, which I think is always a good sign.”

Having started in 2013 as Aftermarket Brand & Marketing Coordinator for Volvo, Mack and UD Trucks in Australia, Melanie has since had abundant opportunities to expand into new roles and responsibilities. After visiting Gothenburg as part of her induction programme, she knew she wanted to live and work in Volvo’s hometown one day. In 2016, she achieved her goal after accepting a position with the International Sales area.



“When I started working for the Volvo Group, I had a fantastic boss who was very empowering and open minded,” says Melanie. “I’ve found the Volvo Group very supportive with professional development and life skills. I spoke openly with my manager at the time about my goals and together we developed a plan for achieving them.”

SINCE RELOCATING TO Gothenburg with her husband, Melanie has begun studying Swedish at the Volvo Group University and hopes to continue her participation in the Leadership Pipeline programme, which she commenced in Australia.

“Back in Brisbane, I used to always say I’d love to move to Sydney or Melbourne for a change in lifestyle and it never happened, so people were sceptical when I said I wanted to move to Sweden,” adds Melanie. “But I’m here now and loving it. I’m experiencing a different culture and work life and pushing myself out of my comfort zone. It’s not only been a great career opportunity but a life experience as well.”

Three megatrends that are impacting work life

The Volvo Group is not alone in exploring ideas such as the digital workplace, mentoring and the scope of internal mobility. These are all parts of wider trends that are changing the workplace.

1

Technological development and digital lifestyle

The development of technology in combination with an increasingly digital lifestyle is impacting both our daily lives and our work. The speed of change is accelerating and information flows rapidly in all directions. We will see increased interaction between different departments, companies and industries. This will reflect in an increased importance in the ability to collaborate with different people, as well as working in and leading virtual teams.

2

Individualisation and diversity of values

Five generations sharing the same workplace are creating new demands and working methods. Further training is becoming increasingly important in order to stay abreast of developments but also to retain co-workers. Leaders will need to give room to their co-workers to work on more personalised projects and also adapt processes and assignments to match individual talents and needs. A new generation of “digital natives” is going to collaborate with more experienced colleagues who have gradually learned and incorporated digital technology. Leaders need to understand and lead teams that are characterised by greater diversity and differences.

3

Greater globalisation

Global strategies need to meet regional and local market demands. Organisations are becoming flatter and more decentralised and have more interfaces for cooperation. The competition for the right skills and expertise is intensifying and companies therefore need to offer various forms of employment and career pathways, as well as supporting the care of employees’ families. Here, too, the challenge for leaders will be to understand and lead teams that are characterised by increasing diversity and differences.

Footnote: A megatrend is something that continues for at least 15 years and influences/transforms companies, organisations, economies and individuals in many regions of the world.



07.40 a.m

Antoine Leguen, Antonio Vilariño, Jesús Rivero and Martín Rodríguez have just boarded the coach that will take them to the competition arena. They all work as service technicians at BDC International, Volvo Trucks' only dealership on Cuba.



08.18 a.m

Anna Rogbrant, project manager for VISTA, welcomes everyone and goes through the programme for the semi-final. It consists of six stations and the teams have 30 minutes to complete each assignment.

On the front line

VISTA gives Volvo Trucks' best service technicians the opportunity to learn new things and test their skills. *Volvo Group Magazine* followed Cuban team BDC Log One, during the semi-finals in Gothenburg.

TEXT LINDA SWANBERG PHOTO PONTUS JOHANSSON

LET'S GET STARTED!

Drawing back the curtains at the Volvo Trucks Experience Centre in Gothenburg, Sweden, signalled the start of this year's last VISTA semi-final. Over a period of three weeks, a total of 240 teams had competed for the 40 places in the final.

On this particular Friday morning, the teams in the gallery came from Latin America, with Brazil dominating the starting field. BDC Log One was representing Cuba, a small country when it comes to both Volvo Trucks and VISTA.

For BDC Log One and the other teams, the six test stations in this semi-final gave them the chance to test and demonstrate their skills and ability in practice. To qualify, they had already completed two theoretical tests and a time-based task.

VISTA has been in existence for more than 60 years and, even if a great deal has changed since the start, the objective is the same: to encourage

employees involved in sales and service to develop, acquire new skills and knowledge and work together as a team. The contest also plays an important part in improving the status of technicians and attracting new service technicians to Volvo Trucks.

"We are in real need of skilled service technicians. They are incredibly important, as they meet our customers and make sure that our trucks stay on the road," says Anna Rogbrant, the project manager of VISTA.

THE DIFFERENT ROUNDS of the competition give Volvo Trucks the opportunity to identify areas in which there are gaps in knowledge and a need for competence development.

"This information is important as it enables us to plan the appropriate training programmes. We want VISTA to be regarded as a natural part of competence development rather than an individual project," explains Anna Rogbrant. ☉

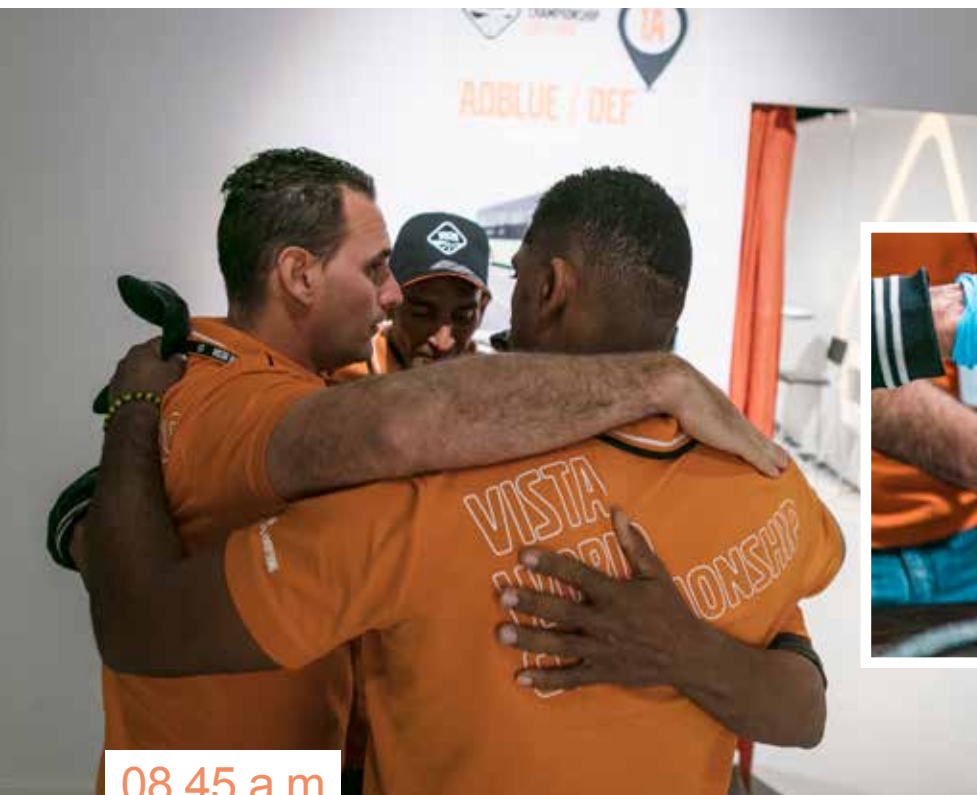
VISTA

► VISTA (Volvo International Service Training Award) is an international competition for all the employees involved in Volvo Trucks' and Volvo Buses' global service network. It is the world's largest competition for service market personnel.

► The competition takes place every two years.

► In this year's VISTA, a total of 5,222 teams comprising 19,700 participants from all over the world took part.

► Mack Trucks, UD Trucks and Renault Trucks run similar competitions.



08.45 a.m

They're off! Jesús Rivero, Antonio Vilariño, Antoine Leguen and Martín Rodríguez gather for a final pep-talk. They have been working together for six years, but this is the first time they have competed together.



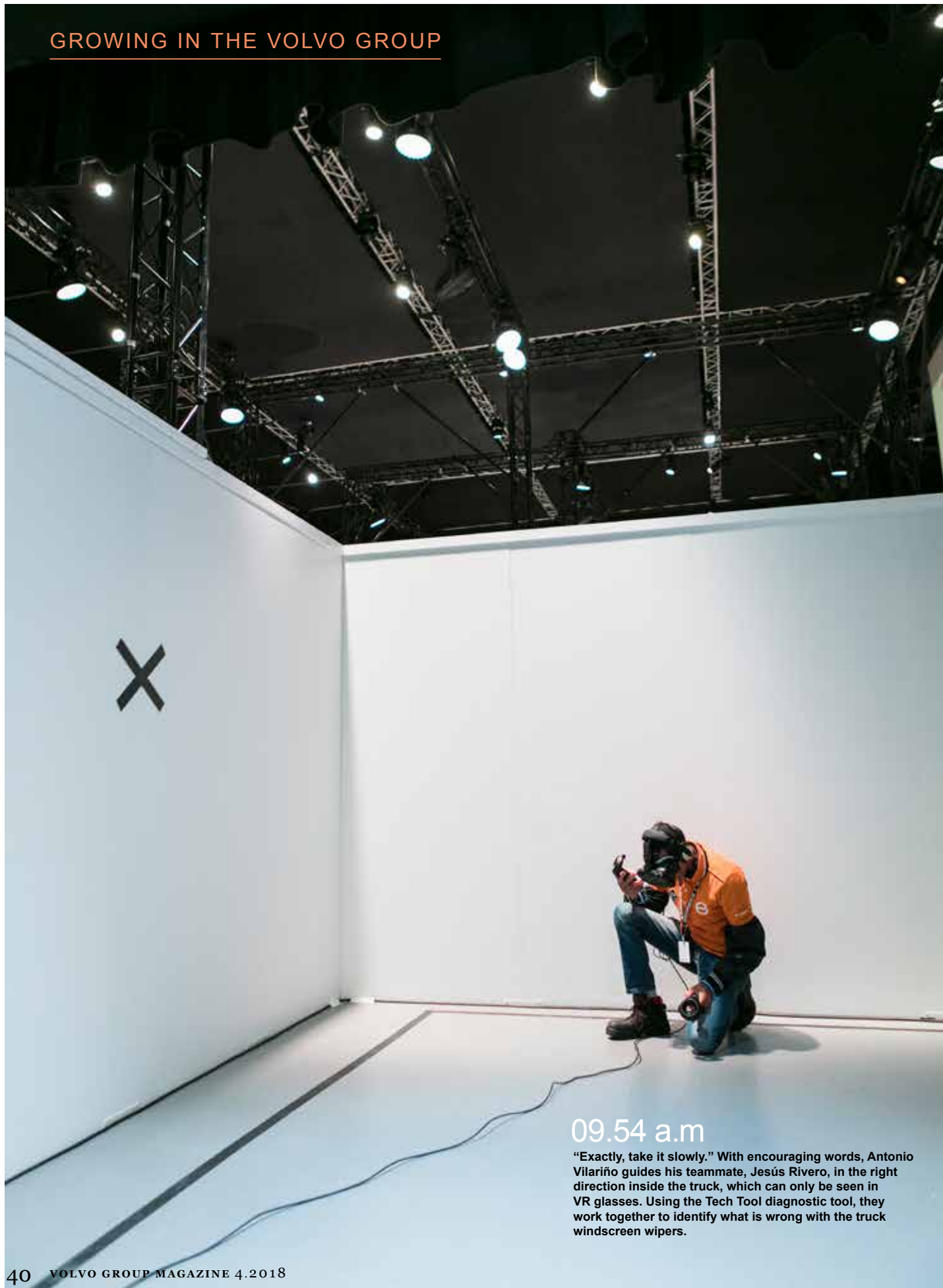
09.10 a.m

A defective Adblue pump and four different troubleshooting codes. BDC Log One have 30 minutes to identify the defect and fix it. "The task isn't actually that complicated. The problem is fixing it in time," says Antonio Vilariño.



09.12 a.m

Collaboration is an important key when it comes to achieving good results in VISTA. Jesús Rivero, Antonio Vilariño and Antoine Leguen are used to working together. At their employer BDC International in Havana on Cuba, some 20 service technicians are involved in servicing and repairing buses and trucks from Volvo Trucks and Renault Trucks.



09.54 a.m

"Exactly, take it slowly." With encouraging words, Antonio Vilarinho guides his teammate, Jesús Rivero, in the right direction inside the truck, which can only be seen in VR glasses. Using the Tech Tool diagnostic tool, they work together to identify what is wrong with the truck windscreen wipers.



10.04 a.m

Jesús Rivero takes a quick break before the next station. Since this year's VISTA began in September, he and the other members of BDC Log One have spent a great deal of time, both at work and during their leisure time, training and preparing. The time has now come to show what they are made of.



10.34 a.m

Emissions! Engine! Fish! Turbo! Station 3 comprises three different parts, cost calculations, parts comparisons and Pictionary. Using a flipchart, pen and body language, Antonio Vilarinho does his best to help the other members of his team guess the right word.



11.38 a.m

Half the competition has been completed and BDC Log One have reached the most difficult station. The team is going to investigate problems with the digital CAN (Controller Area Network) signals and complete a practical assignment and answer questions. All the stations are filmed and the participants then have a chance to look at the correct solution.



12.21 p.m

A warning light has come on and Martin Rodriguez attempts to identify what is wrong with the brake system. He has been working as a service technician since 1989. "It's an area that's changing all the time and it's important to keep up to date. VISTA is a great way to learn new things."





13.23 p.m

Smile! The six stations have been completed and it is time for the official team photographs. It has been possible to follow this year's contest on both Facebook and Instagram and there is enormous interest in the competition.



13.59 p.m

Antonio Vilariño is pleased with the team's efforts. "We didn't manage to complete all the tasks, but the most important thing is to do the right things as you work." The teams that have made it to the final in Curitiba, Brazil, will not be announced until the gala dinner in the evening.



14.34 p.m

Jesús Rivero, Antoine Leguen, Antonio Vilariño and the other contestants are given a guided tour of the exhibition at the Volvo Trucks Experience Centre. It comprises both history and the latest innovations.



14.45 p.m

Leif Fredlund goes through the safety regulations that apply to the afternoon's test drive. Sixteen trucks from different model series are waiting on the parking lot.

16.09 p.m

VISTA is not simply a competition. During the three days in Gothenburg, BDC Log One also visited the GTO plant in Tuve, practised teambuilding and visited tourist attractions in Gothenburg. The team can be seen here, standing in front of Poseidon, one of the most famous statues in the city.



14.56 p.m

Antoine Leguen takes the chance to test-drive a Volvo FH before the time comes to take the coach back to the hotel. After a final night there, a long flight back to Havana and Cuba awaits.



SO WHAT HAPPENED?

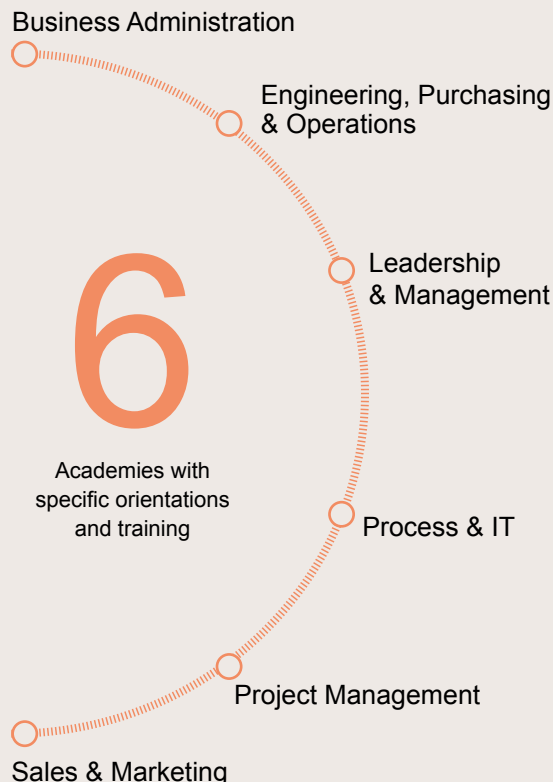
- ▶ The competition in the semi-finals in Gothenburg was fierce and BDC Log One from Cuba failed to make the final, in spite of achieving a good result.
- ▶ The winner of the final that was held in Curitiba, Brazil, in June was VIIES RATAS from Estonia.

EDUCATION FOR EVERYONE

All successful companies have one thing in common: skilled staff. To give employees the opportunity to develop in their roles and learn new things, the Volvo Group has set up its own corporate university.

THE VOLVO GROUP University (VGU) designs internal training, lectures and education in close consultation with the Volvo Group's business areas. There is a choice between classroom education and digital training. The VGU's activities are primarily financed by participant

fees and – in many cases – the trainers responsible for the teaching are Volvo Group employees. The VGU's aim is to help increase skills and know-how within the organisation and give all employees the same opportunity for further education through quality-assured training.



“The courses offered by the Volvo Group University are golden opportunities for you to interact and learn together with your colleagues.”

MÁRCIO MORELLI SOARES, PROJECT MANAGER, CURITIBA, BRAZIL

Innovative training formats

- Virtual instructor-led training
- Serious games
- Webcasts
- Group Talks
- Master Class

2014

The year the Volvo Group University was set up

100,995

The number of participants in 2017. Of these, 70,673 took part in online training, while the remaining 30,322 participated in trainer-led education.

Popular trainings

- Code of Conduct e-learning
- Exploration for Emerging Leaders
- Meet the Customer

Volvo Group University locations

The Volvo Group University is present in 14 locations in 8 countries and works closely with the local Volvo operations to offer education and pick up on local needs. Online-based training is available for employees no matter where they work.



HELLO ...

... **Britta Börjeson**, Learning Expert at the Volvo Group University

How does our ability to learn new things change as we get older?

"We retain our ability to learn new things, but, in order to learn, we need to feel that it is relevant. By linking what we learn directly to our experiences and the challenges we face, it is easier for us to assimilate what we learn."

How do you adapt the training at the Volvo Group University to factor this in?

"The training has to be put into a context that feels meaningful to the participants and different sessions before, during and after the training are linked to real work challenges. As adults, some 70 per cent of our knowledge comes from our own experience, around 20 per cent from exchanges with other people and only 10 per cent from theory and formal studies. When we design our training, we want to give the participants the opportunity to share their experiences."

What do people need to think about when they teach adults?

"They need to ask them about their experiences and what they do and not impose their own thoughts and ideas on them. The participants will then reveal what they think is important and this enables us to build on that and exchange experiences that engage the group." ●

Employees inspire one another

Group Talks are the Volvo Group equivalent of the inspirational "Ted Talks". Volvo Group employees from all over the world share their stories and experiences in a personal way. Group Talks have attracted more than 27,000 viewers and can be found at <http://knowledge.volvogroup.net/share/>



PHOTO: JULIA BÄCK-JONSSON

Check out the new and improved Navigator Learn

Navigator Learn has been updated with an enhanced search function and a "recommended training" feature that guides you to relevant training.

Finding the training

If you would like to know more about the training that is available, visit the Volvo Group University community on Violin and Yammer, or find and sign up for training via Navigator Learn on Violin.



For one week, Jan Ohlsson, Executive Vice President of GTO, has been “shadowed” by Emerson Sanders, Communication Manager at the Curitiba truck plant in Brazil.

LEARNING IN THE SHADOWS

Some knowledge can only be obtained from within.
That is why GTO Communications practises
“shadowing”, a learning method where the
apprentice is a silent observer.

TEXT
JIMMY HÅKANSSON

PHOTO
SÖREN HÅKANLIND

FOR THE PAST week, Emerson Sanders, Communication Manager, Curitiba truck plant, has been a quiet presence at the head office in Gothenburg. Following Jan Ohlsson, Executive Vice President of GTO, Emerson Sanders has sat in on meetings and stood in the background, observing rather than interacting. It is a learning technique called shadowing and it is a method of research where ‘show’ beats ‘tell’.

“You can learn a lot more by shadowing the

right person than you can from 10 to 20 hours of official training. By being at the same meetings, you can see how the decisions are made and how the business is run,” says Emerson Sanders.

During the shadowing project, he was a fly on the wall at several meetings, ranging from everything between projects to investments.

“We haven’t arranged anything special for this week, for me it was just a regular working week. I think it’s important that you do what is written in your calendar and don’t orchestrate anything. For me shadowing is a way of exposing the



After one full week with Jan Ohlsson, Emerson Sanders has learned a lot about how the decisions are made by top management.

company from different angles and, to retain real knowledge, it should be as open and transparent as possible,” says Jan Ohlsson.

FOR A GLOBAL company like the Volvo Group, employing shadowing as a method of personal development creates many benefits. Firstly, it is a great way of making use of the knowledge that already exists within the company. Secondly, it is cost effective and does not involve any external consultants. Thirdly, it creates a broader

understanding between global strategy and local operations.

“In Brazil, my main challenge is to make the teams understand our strategy, encourage the people to take action and show them where the Volvo Group is heading and how it affects them. It can be hard, because you have a lot of teams, with people of different ages and with different experience,” says Emerson Sanders.

“My mission as a communicator is to transform information into knowledge. By



“To be competitive in the future, it is crucial that we learn from each other.”

JAN OHLSSON, EXECUTIVE VICE PRESIDENT OF GTO

sitting in on these meetings together with Jan Ohlsson and getting to know his day-to-day work situation, I get valuable knowledge that I can share with my team,” he adds.

JAN OHLSSON CONCURS that, for a global company, there are as many challenges as there are opportunities. Especially in the automotive industry.

“We are experiencing constant change and we have to be under constant change, because this machine never stops. We are living in an age of disruption that we as an industry have never seen before. How will a truck look and work tomorrow? What is a powertrain today versus a powertrain tomorrow? To be competitive in the future, it is crucial that we learn from each other,” says Jan Ohlsson.

This is the second time that GTO has a shadowing project up and running. While Emerson Sanders and other local communication managers have followed the members of the Executive Management Team in Gothenburg, nine communicators from the central communication team have been sent out to different sites all over the world. The purpose is to give the communications team a deeper understanding of daily operations.

“I’m very happy to have had this opportunity and I have learned a lot during this week. And I feel a responsibility to pass on this learning,” says Emerson Sanders. ☺

Combining global with local

THE SHADOWING CONCEPT is quite simple. A global communicator visits a manager at a plant or a distribution centre and takes part in their full agenda for a whole week. And vice versa, a local communications manager visits and follows an executive at head office. According to Stefan Lorentzson, Senior Vice President, Corporate Communications GTO, shadowing has



Stefan Lorentzson

proved a valuable tool in retaining internal know-how while bridging the gap between global and local.

“Since the formation of GTO, a major building block of our communications has been our global approach, which combines being global and local, as well as strategic and operative. Shadowing offers this and provides our local communicators the chance to get better acquainted with our strategic, global management issues and the global GTO communications team to better understand the local and operational environment,” says Stefan Lorentzson.

BY ONLY INVOLVING internal personnel, shadowing is a cost-effective method of learning and personal development. But it’s also beneficial for the whole company.

“It strengthens our business acumen, creates a better understanding of our different needs and builds a foundation to act in one joint direction,” says Stefan Lorentzson. ☺



"We work harder in diverse environments," says Eric Way, Director of Diversity and Inclusion at the Volvo Group.

HOW DIVERSITY LEADS CREATIVITY

How do you create an open-minded and inclusive work space? At the Diversity and Inclusion Lab the participants try to overcome their preconceptions.

TEXT JIMMY HÅKANSSON PHOTO ANNA SIGVARDSSON

A new slide appears on the presentation screen at the Rockefeller Auditorium in Gothenburg. It shows photos of two men wearing dark hoodies. One of the men is white and the other is black. "Who do you think is a drug dealer and who do you think is an undercover cop?" asks Eric Way, Director of Diversity and Inclusion at the Volvo Group.

He pauses and lets the question sink in. Then adds: "There is no way to answer that only by

looking at these pictures. They have no objective data that can give us that information. Instead, we fill in the blanks with assumptions."

24 employees within the Volvo Group have gathered this afternoon to participate in a pilot session of the Diversity and Inclusion Lab. It is the third time it has been organised, and the purpose is to challenge the participants unconscious bias.

"Studies show that homogeneous teams have

NIKLAS LARSSON,
VERIFICATION ENGINEER,
VOLVO GTT

"It was an interesting workshop. I felt that I learned something about myself, how I behave and how I treat others."



Front row: Niklas Larsson, Lakshmi Vijayan, Rajneesh Acharya, Linda Kjäll.
Middle row: Yannick Sanchez, Vanitha Duraisamy.
Back row: Tobias Falkman.



LAKSHMI VIJAYAN,
VERIFICATION LEADER,
VOLVO GTT

"It is good that we work with our biases, but we also have to look at it from the other way. How do we react when we are treated with a certain bias? That is also an opportunity to influence how people think and make a difference."

the impression that they are very efficient. But, in laboratory tests, mixed teams had far better results even though they had the impression that the process was not as smooth and less efficient," he says.

DURING THE WORKSHOP, the attendees get to do some tests. One is to list their five closest friends, not including family members. The next step is to count how many different genders,

ethnicities, religions and sexual orientations are represented.

The point is: people tend to trust people that are like themselves. And even if that bias is not meant to be hurtful, it causes an exclusive environment that inhibits creativity.

"We actually work harder, think more and are more inspired in diverse environments. And, if we also feel included, we don't hold back with our ideas or energy," says Eric Way. ☺

WHAT IS THE DIVERSITY AND INCLUSION LAB?

► A learning format developed to move beyond Diversity and Inclusion Week. The first roll-out sessions are held by Eric Way and deal with the subject unconscious bias. After that, the labs can be arranged by anyone and the contents of the lab are interchangeable. The purpose is to encourage diversity and promote innovation through inclusion.

THE TEAM PLAYER

After managing VFS through the global financial crisis and leading the successful transformation of Volvo CE, Martin Weissburg sees culture and values as key to success. A perspective he brings to his new role as President of Mack Trucks and Chairman of Group Trucks North America.

TEXT NIC TOWNSEND PHOTO STEVE CASH & PONTUS JOHANSSON

How do you define a high-performance culture?

“A high-performance culture is most obvious when it is not there, when people are not focused on the same things, are satisfied with mediocre results and hide in their silos. A high-performance culture is based on trust. People can let go of their fears and frustrations and truly work together.”

How do you create and implement a high-performance culture?

“It takes time. Culture is not top down, it is horizontal and it is a slow growth organism. It is built more by actions than words and, in my experience, the way to create a high-performing culture is to focus on inclusivity and diversity. People need to know they have a voice. Even the quietest person in the room might have the next brilliant idea. For speed and quality of decision-making, having an inclusive environment is essential.”

In your view, what do employees expect from leadership?

“We need to ‘walk the talk’ and lead by example. If you’re not demonstrating a high-performing team at the top levels, you have no credibility as you try to implement and expand that culture down. People also expect – and quite rightly – open, transparent and honest communication. Information is empowering and, without it, how can they ask questions back to leadership? We must learn from each other, each day.”

Value-based leadership is another concept that is important to you – what exactly does it mean?

“Culture needs a guidance system and that guidance system is governance. Under rules-based leadership, governance is based on rules and procedures and, if they’re too rigid and hierarchical, they can stop people from being creative. Under value-based leadership, the



"I like being part of a winning team, something bigger than myself - and Mack Trucks is an example of that," says new President Martin Weissburg.



In each of his roles, Martin Weissburg aspires to create an open and inclusive culture, where everybody feels they have a voice.

FACTS **MARTIN WEISSBURG**

Age: 56

Lives: Greensboro, US

Family: Three daughters

Interests: Outdoor activities such as hiking and biking and gardening.

Motivations: "I'm most energised by being part of a high-performing team. From the new employee fresh out of school, to the senior employee who I can learn from, they give me energy."

History with the Volvo Group:

- 2005–2010: President, Volvo Financial Services Americas
- 2010–2014: President, Volvo Financial Services
- 2014–2018: President, Volvo Construction Equipment
- 2018–present: President, Mack Trucks; Chairman, Group Trucks North America

"The majority of the time, the best and brightest ideas don't come from the leaders."

rules act as guide rails, but within those rules people have the freedom to think creatively and innovatively while maintaining a common sense of values."

How does a high-performance culture and value-based leadership impact individual employees and their daily work?

"It should be very liberating since the whole point is to unlock their intellectual and creative powers. The majority of the time, the best and brightest ideas don't come from the leaders, they come from the many layers within the organisation, from the people who are engaged everyday with our challenges, our customers and our products. If people work together, feel they have a voice and can contribute those ideas, it will help develop and enhance their career. And it is more fun and enjoyable."

At what point in your career did you come to realise the importance of high-performance culture?

"It's an understanding and awareness that I've developed over time. Early in my career, I did not conceptualise it like I do today, but I've always been competitive and had an allergy to mediocrity. I like team sports. I like being part of a winning team, something bigger than myself. As long as everyone on the team is working to their utmost abilities, then, win or lose, we have tried our best. Don't let pride get in the way if you stumble and fall – ask your teammates for help. For me that is a high-performance culture."

Will your methods and values still be applicable in your new role at Mack Trucks and Group Trucks North America?

"Yes. Values do not change as we change positions. I want to make sure everyone – not just at Mack Trucks but across the entire Volvo Group Trucks value chain in North America – feels included in the decision-making process and that they think and act like owners. I'm very fortunate to have an extremely skilled, experienced and energised team already in place and I count myself as very fortunate to be given this opportunity." ☉

Making development easier

A CATALOGISATION of training activities is helping Volvo CE employees navigate their way down their chosen career path.

Volvo Group employees should feel empowered to take control of their personal and professional goals but

sometimes it can be hard to know where to start. Volvo CE in Shippensburg, USA, has made it easier for the employees to find their way through all the information and opportunities made available, by introducing catalogues that match development needs with the

proper education and training modules. Using the “Industrial Worker Learning Catalogue” and the “Office Employee Learning Catalogue” employees can quickly find and enroll in the programmes that are most applicable for their development plan. ☉

How it works

Three steps to getting on the right track with help from the Learning Catalogues:

- ▶ Define the competence area in which you want to develop
- ▶ Find a training and educational format that suits you
- ▶ Find the right level

What the Learning Catalogues compile

Some of the formats available in the Learning Catalogues:

- ▶ Instructor-led trainings
- ▶ Train the Trainer initiatives
- ▶ Educational programmes
- ▶ On the job training
- ▶ E-learning
- ▶ Self-managed learning
 - ▶ Go & See
 - ▶ Articles, publications
 - ▶ Good examples



How to plan your development

Three tips from Kellan Lowe, HR Director Shippensburg Operations, Volvo CE

1 Talk to your manager
“It starts with a conversation with your manager: What skills do you want to learn? What are your future career goals? Once you’ve had this discussion, you can create a personalised developmental plan.”

2 Use the 70-20-10 concept
“When you’re planning out your development, don’t focus solely on the class you need to take. Think about it in the 70-20-10 concept: 70 per cent of your development should be on the job, 20 per cent from networking and mentoring, and 10 per cent from pure classroom learning.”

3 Update your development plan
“When you go into a project, ask yourself, ‘what will I get out of this developmentally’ or ‘what skills can I gain by doing this?’ Make sure you are constantly updating your own development plan to capture the learnings you gain from these on the job experiences.”



New Finance Crew concept brings greater customer focus

Early in 2017, the finance team at Volvo Group Trucks UK asked themselves if they could be more customer oriented and how accounting could contribute to customer success. By applying lessons from other parts of the business, the team found a new way of working.

TEXT TOBIAS WILHELM PHOTO CRAIG ECCLESTON

The team took inspiration from VPS lean manufacturing and the Commercial Crew way of working used in the truck sales network, where various roles cooperate in order to streamline the customer experience. “This led to reduced lead times for handling paper work, allowing quicker deliveries of used trucks to our customers. We also improved in terms of getting paid on time. For customers and our dealers, we have made life simpler,” says James Charnock, Used Truck Director.

After analysing the business flow within the used vehicles process, a number of opportunities for simplifying and doing things differently were identified.

“By using end-to-end thinking and by including colleagues in Used Trucks Sales & Admin and Business Control, we managed to streamline some processes towards our dealer networks,” says James Charnock.

Early on, many employees were sceptical, but the immediate results quickly won people over. “As an

engineer, I knew the concept but was not convinced about it being applied to the admin processes,” says Rick Went. “There was a lot of work at the beginning, but then we started to see the effects and found solutions ourselves to improve our own processes.”

The Finance Crew is now applied to both Volvo Trucks’ and Renault Trucks’ used truck businesses in the UK. In addition to adding business value, the new way of working is also increasing understanding between teams and functions.

“Many of our colleagues within the accounting department are far from customers and don’t have enough insight into our customers’ business,” says Carlos Rodrigues, CFO for Volvo Group Truck Sales UK. “One of the best parts of Finance Crews is that we all now have a better understanding of the end-to-end process.” ●



PHOTO: VOLVO GROUP

Eskilstuna, Sweden: The 1960s

FINAL CHECK AND filling up with fluids on a Volvo-BM Boxer 350 tractor on the Bolinder-Munktell assembly line in Eskilstuna, Sweden, in the mid-1960s.

The Boxer 350 saw the introduction of a totally new driveline. It was robust and resilient and was therefore also used in wheel loaders, haulers and backhoe loaders. A total of 28,439 Boxers were produced between 1959 and 1967.

In 1973, the company name changed to Volvo BM AB in order to strengthen the Volvo identity and

reinforce the focus on construction equipment. Four years later, the company decided to completely abandon the agricultural and forestry sectors and only concentrate on construction machines. During the years that followed, some of the best machines ever made by Volvo were put to work on construction sites around the world.

Since 1995, the company has been known as Volvo Construction Equipment. The suffix "BM" was included in the product brand name until the end of the 1990s. ☉

Harvesting the benefits

Through innovative thinking and a never-ending drive to improve its machines, family-owned harvester manufacturer ROPA has grown into a thriving global business. A new collaboration with Volvo Penta will help it expand even further.

TEXT NIC TOWNSEND PHOTO ROPA



During harvesting season, between September and November, ROPA's machines will operate virtually 24 hours a day.



THE HARVESTING SEASON for sugar beets is short but intense. Between September and November, weather permitting, harvesting machines will operate virtually 24 hours a day. Any delays during this time can result in lost produce and lost business.

“In terms of reliability, our machines are the best on the market,” says Michael Gruber, Head of Technology, ROPA. “Because of the customer service and spare parts availability we can offer, standstill times are shorter, this is essential if the machine is to be profitable for our customer.”

The story of ROPA began in 1972 when Hermann Paintner, a 25-year-old farmer from lower Bavaria, designed and built his own self-propelled sugar beet harvester out of second-hand parts salvaged from a local scrap yard. His need to constantly tinker and adjust his machines led to rapid improvement and this mindset continues to drive ROPA forward.

TODAY, HERMANN PAINTNER'S company is a leading global manufacturer with a broad range of products for harvesting sugar beets and potatoes that are currently used in over 40 countries worldwide. The family still own and operate a farm in Sittelsdorf, but alongside it is a state-of-the-art production site, R&D facilities and a pilot biogas plant for generating power and heat from sugar beets.

In 2016, ROPA began using Volvo Penta engines in the Tiger 6 and Panther 2 – its flagship sugar beet harvesting machines. Part of the reason was because Volvo Penta engines are reliable with relatively low fuel consumption, but just as important was Volvo Penta's ability to provide local support at ROPA's production plant, as well as a global service network for its customer base.

“Our goal is to have engines in our machines that can operate between 13,000 and 15,000 hours without major repairs,” says Michael Gruber. “In addition, we need customer support in all the countries where we deliver. If an engine is not working because of a lack of spare parts or service technicians, then for the customer the entire machine is bad.”

Shortly into its partnership, Volvo Penta came to realise that despite the benefits its engine



In the agriculture industry, downtime means losing produce and losing business.

range could offer, it was not quite optimal for ROPA's operations and could be improved. The two companies have since worked together to develop a bespoke D16 Stage V* engine, which ROPA will trial in its operations this year.

“ROPA needs a lot of low-end torque and while

ROPA uses Volvo Penta engines in its flagship sugar beet harvesting machines, the Tiger 6 and the Panther 2.



Michael Gruber

our standard range offers a strong base engine, we could improve it by adding other components from within the Volvo Group to create a new unique engine size,” says Jochen Engemann, Head of Industrial Sales, Central Europe, Volvo Penta. “For example, we have used the

injection system from Volvo Trucks to lower fuel consumption while maintaining strong power output.”

While it is still early in the project, Michael Gruber is very excited by the potential results. “If it works as well in practice as it does in theory, the Stage V engine will be superior to anything else on the market and in turn will help us surpass all our competitors’ machines.” ☉

*The new European Union emission legislation for off-road diesel equipment Stage V will be implemented in 2019.

ROPA

Founded: 1972

Founder: Hermann Paintner

Headquarters: Sittelsdorf, Germany

Subsidiaries: France, Poland, Russia and Ukraine

Employees: 520

Products: Harvesting machines for sugar beets and potatoes

Listening to customers

Substantial investment in R&D, combined with increased customer focus, has seen Volvo Penta grow significantly over the last four years in its industrial segment.



Giorgio Paris

SINCE 2014, Volvo Penta has recorded 35 per cent growth per annum in the industrial off-road segment and has increased its market share in all industrial sub-segments such as material handling, mining, construction,

agriculture and forestry.

“We have invested a very high share of our revenues in the development of an engine platform which is now available in all the declinations of the emission legislation from stage 2 to Tier 4f and, very soon, with a smart and reliable Stage V solution,” says Giorgio Paris, SVP & Head of Industrial Power Systems, Volvo Penta.

“An important element to the successful growth is that we work in close cooperation with our OEM (Original Equipment Manufacturer) business partners. We listen to our customers, we understand their demands and we help them by creating solutions that focus on simplicity and high efficiency.”

As the industry moves towards increased hybridisation and electrification, Volvo Penta is also benefiting from working with Volvo Group technology. Recently, the company announced ambitious plans to offer electrified solutions for both marine and industrial segments by 2021.

“As a recognised leader in innovation, Volvo Penta is embracing the electric transformation and will be at the forefront in delivering these new technologies,” says Giorgio Paris. “At the same time, we will continue to offer diesel-powered systems, which will remain the most appropriate power source for many applications in the years to come.” ☉

5

QUESTIONS

ON WHY VOLVO GROUP EMPLOYEES ARE VISITING SCHOOLS IN DEPRIVED AREAS

Volvo Group's employees have different backgrounds and experiences. Meet Danijel Miljanovic, Lead Engineer at GTT, who shares his experience to inspire school kids.

How did you start making these school visits?

"My colleague, Fredrik Agelen, came up with the idea. He wanted to find a way in which we as a company could help to break the alienation that can be seen in deprived areas. By meeting students, we are hoping they will understand just how important it is to focus on school and education and to show them the opportunities this can create. Needless to say, it's also important to attract skills and know-how. The competition for talent in the automotive industry is huge. By talking about the Volvo Group, who we are and what we do, we're hoping to arouse the students' curiosity and interest in the Volvo Group."

So how are the visits organised?

"In 2018, we have visited students in grades 7 and 8 at different schools in Gothenburg. We start by meeting the students in their classroom and they can then look at one of our products in the schoolyard. Each visit has been slightly different. It's a question of adapting to the individual students. We really want to initiate a dialogue and talk about the things they're interested in."

Who actually meets the students?

"There are six of us and we all have different backgrounds and work in different areas in the Volvo Group. We share our personal narratives; where we come from, our experience of school and how we ended up

where we are now. We hope that the students will recognise themselves and relate to their own backgrounds and daily lives. We also talk about the advantages of speaking several languages and the strength that is generated by being different. It's diversity that has made the Volvo Group so successful."

How about your background?

"I moved with my family to Sweden from Bosnia and Herzegovina when I was 14. It took time for me to learn the language, but I found maths easy and studied electronics at sixth-form college. I then added other subjects and went on to further education. The teachers and other people at school played a vital role in my life. They pushed me in the right direction. My first job at the Volvo Group was as an unpaid trainee at IT support. I stayed on and I am now involved in electromobility, as well as teaching at the Volvo Group University."

How has the response been?

"It's great fun to meet the students and we are asked so many questions, about our products, the jobs that are available and us as individuals. More and more schools are getting in touch and I really hope we can continue these visits. It's a relatively modest investment that could generate a large return in the future. Even if we only succeed in influencing one student at each school, the social benefits will be enormous." ☺

LINDA SWANBERG





PHOTO: ANNA SIGVARDSSON

Danijel Miljanovic is one of a number of employees who visit schools and meet students in Gothenburg. Here he is showing a Volvo FMX to Mohammed Radour, Osama Fari and Dilshat Nassyrov at Svartedal School.

PHOTO: PATRIK OLSSON

GALINA GAVRILOVA

OPERATOR, GTO, RUSSIA

"This trip gave me the big picture of Volvo and I loved driving the truck that I'm actually building on the other side of the planet! On a personal front, it was my first time abroad and it has been an initiation journey."

HELEN JOHANSSON

PRODUCT QUALITY LEADER, GTT, SWEDEN


"It has been exciting to meet colleagues from all around the world. I know that we work in a global company, but it's a different thing altogether when you can meet face to face and share your experiences."



Through the lens

With more than 65,000 contributions and over 25,000 participants, the photo competition arranged in conjunction with the Volvo Ocean Race was a success. Four of the photographers won a trip to the hometown of the Volvo Group.

IN GOTHENBURG, a full schedule was waiting for the four winners of the photo competition connected to the Volvo Group values. They also gained some new perspectives to take home.

"For some of the winners, this is the first time they've ever travelled abroad. This trip is a great opportunity for them to get to know the home of the Volvo Group and feel the spirit of the company," says Manon Grandcolas, Volvo Group Communications. 

JIMMY HÅKANSSON

RYAN REEVES

CONTINUOUS IMPROVEMENT
FACILITATOR, GTO, USA

"The whole thing has been overwhelming for me. It really gives you a sense of pride to experience the sheer scale of the Volvo Ocean Race and the level of excellence we reach for in everything we do."

SHILPA VIJAYAKUMAR

GRADUATE ENGINEER TRAINEE,
GTT, INDIA

"It was pretty cool to see the innovations that the company is working on. For my future as a young engineer, I think it is very promising!"



"SOMEONE I TRUST"
PHOTO: GALINA GAVRILOVA



"WHAT MAKES YOU HEART BEAT"
PHOTO: HELEN JOHANSSON



"I CREATE NEW THINGS"
PHOTO: SHILPA VIJAYAKUMAR



"REDUCE EVERYDAY PLASTIC"
PHOTO: RYAN REEVES

PHOTO: PATRIK OLSSON

PLAYING THE RIGHT CARDS

A team at Group Trucks Purchasing (GTP) has found a simple yet highly effective way of bringing Volvo Group values into their daily work.

THE RULES ARE easy: pick a card at random, read the question on one of the Volvo Group's values and discuss. This is what the Project Office Uptime and Adaptation team do at every weekly meeting.

"We had an interesting workshop on values and that led us to ask 'how can we live our values every day?'" says Sofie Jarl, Purchasing Manager, GTP. "Then I remembered the Value cards that were distributed to us and so we started using them to trigger a discussion during each meeting."

There are 50 cards in total, each with a question on a Volvo Group value. For example, "How will you make people courageous to drive actions on their own" under Trust, or "Have you listened to Volvo Group customers?" under Customer Success.

Typically, the ten-minute discussions start quite broad and philosophical, but quickly narrow down to tangible examples and concrete actions. The participants

are based in Gothenburg and Lyon and conduct their meetings via video conferencing. "It's always an interesting discussion because you can see how differently everyone looks at the values, but you can still see a common thread," says Malin Randvik, Project Manager Purchasing.

"In our day-to-day work, we rarely reflect on our values, so this is really good for giving us a reminder and helps with the mind-set a lot," adds Ida Levenstam, Project Manager Purchasing.

Since the introduction of the Value cards, many of the participants claim that they now take Volvo Group values into consideration more often in their daily work. "Lately, I have found myself in the middle of meetings and stopping to reflect on one of the values we discussed earlier," says Sofie Jarl. "For example, I'll ask myself 'is this contributing to customer success?', and if the answer is 'no', we take a different course." ☉

NIC TOWNSEND

"We had an interesting workshop on values and that led us to ask 'how can we live our values every day?'"

SOFIE JARL, PURCHASING MANAGER, GTP





Do you also want to try the Value cards? Send an e-mail to groupmagazine@volvo.com

KERSTIN RENARD

Growth can come in many shapes

B EING ABLE TO develop is a key factor that creates employee engagement. People perform at their best in an environment that allows them to grow, both professionally and personally. Most of us, if not all, consistently push to become better – by learning a new skill, changing our behaviours or taking on a new challenge.

In the Volvo Group, we recognise that growth can come in many shapes. Making it easy for people to move within the Group and allowing employees to take part in projects outside their current role is one way to support growth. Ensuring that we offer state-of-the-art training courses and on-the-job training is another. Regardless of how you want to grow, we want to make sure that we offer plenty of development opportunities for people on all levels.

In fact, our wish to ensure consistent, high-quality development for all employees was one of the driving forces behind our decision to establish the Volvo Group University (VGU). With a training offer that stretches from classroom training to virtual learning and interactive games, the VGU helps employees reach their full potential.

SOON, WE WILL see an even stronger focus on individual growth in our day-to-day interactions. We are currently piloting a revitalised approach to performance management. Its most important component is more frequent, constructive conversations or touchpoints between leaders and employees.

In the spirit of Designed Around Me, we try to enhance the employee experience in everything we do. This means that we focus on you, as an individual. You are in the driver's seat of your career development. Your manager and the Volvo Group stand behind you to encourage and support your progress. Ideally, growing in the Volvo Group should be a symbiosis between the individual and the organisation – allowing you to develop in areas you are passionate about in ways that support our business performance and future success.



KERSTIN RENARD, EXECUTIVE VICE PRESIDENT
GROUP HUMAN RESOURCES VOLVO GROUP

WHAT YEAR IS IT?

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

■ In February, Volvo's very first truck left the plant in Gothenburg. It was known as the Series 1 and had a four-cylinder engine with 28 brake horsepower. It quickly became popular and, fewer than six months after its launch, all 500 Series 1 trucks had been sold.

■ The Winter Olympics in St Moritz in Switzerland were hard hit by weather problems. Some events could not be completed, as conditions such as warm winds and heavy rain caused the ice used for skating to melt.

■ Volvo's first bus made its appearance on the road. It was built on a truck chassis. Six years later, the first bus chassis was built.

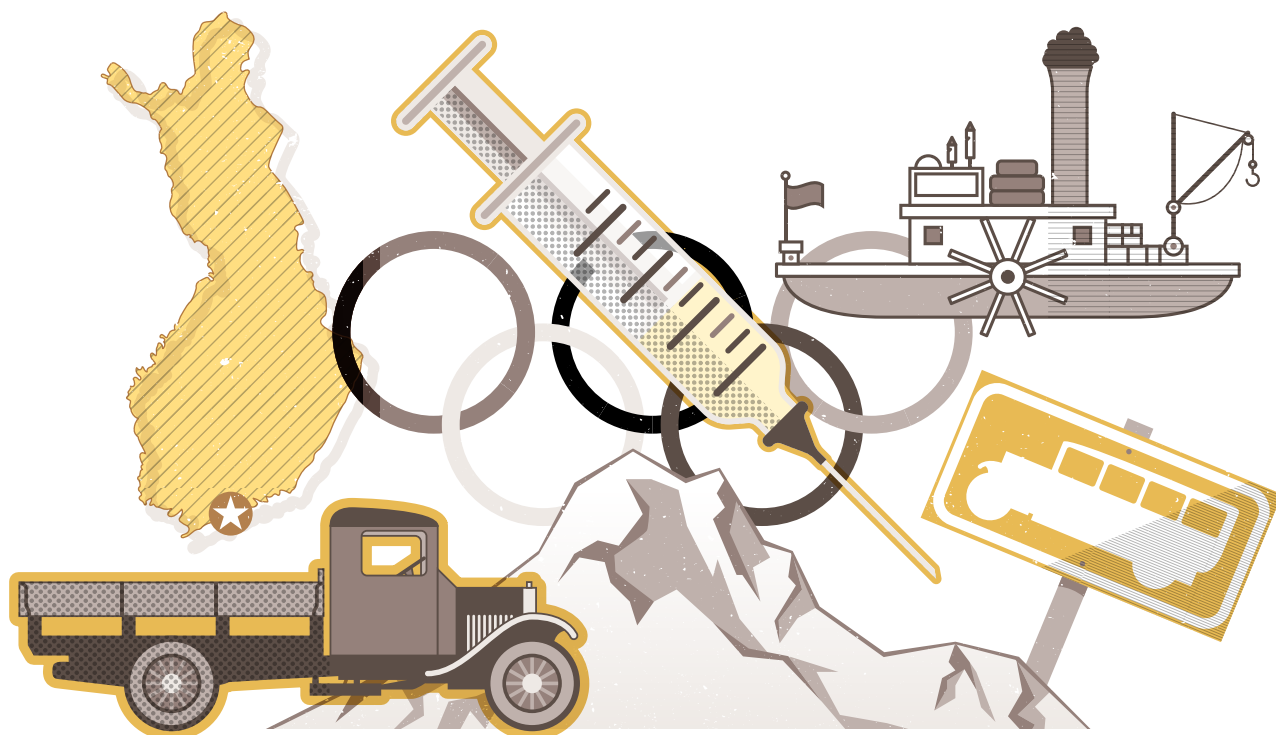


ILLUSTRATION: KEN NISS

■ Mickey and Minnie Mouse were created in May and, in November, they made their film debut in *Steamboat Willie*. Since then, these two mice have enjoyed success in virtually the entire world and have featured in many films and comics.

■ Volvo's first foreign sales company, Oy Volvo Auto AB, was founded in Finland. Before the war, the company had already established a powerful position in Finland, first and foremost for buses but also for trucks. It took some time for car sales to take off.

■ By chance, Alexander Fleming, a British microbiologist, discovered penicillin. When he returned from holiday, he discovered that one of the cultures he had stacked on a bench in his laboratory had been contaminated by a fungus. The strange thing was that the bacteria immediately surrounding the fungus had been destroyed – a medical revolution that is still saving lives all over the world.



Read more about this item and more merchandise at www.merchandise.volvogroup.com

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Email your answer to groupmagazine@volvo.com no later than 30 November 2018. Write "Quiz" on the subject line, the size (XS-5XL) and remember to include your name and address.

The winners of the quiz in #2 2018 were Miguel Sanchez, Peru, Kristoffer Rydquist, Sweden, and Norhasimah Abd Hamid, Malaysia. The correct answer was 1990.

VOLVO