



European Association of Automotive Suppliers

Making the turn at CLEPA

21 June 2018

Introduction context CLEPA

Sigrid de Vries
Secretary General

The European Association of Automotive Suppliers brings together **over 120 global suppliers** of car parts, systems and modules and **more than 20 national trade associations** and European sector associations

WHAT IS CLEPA?

WHAT IS THE IMPORTANCE OF THE EUROPEAN SUPPLIER INDUSTRY?

EU suppliers are **world leaders** in automotive technology **for safe, sustainable and smart mobility.**



+ 5.000.000
direct jobs



+ 75%
of vehicle value
is produced by
suppliers



+ €65 billion
trade of parts
between Europe
and the world



+ €600 billion
turnover each year



Annual investment of
+ €20 billion
in R&D each year



around 3.000
patents are filed
by the automotive
industry each year

+3000

CLEPA represents more
than 3000 SMEs

56%

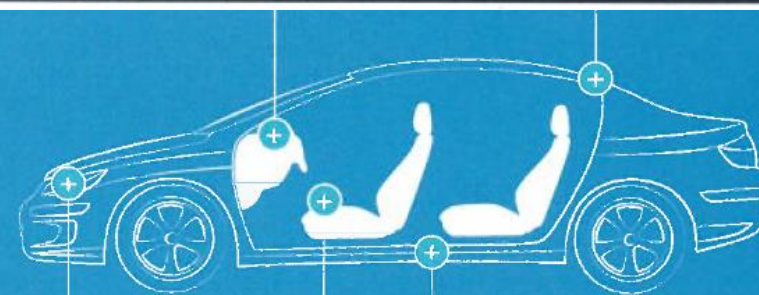
of the total turnover of the Global
Supplier Top 100* is generated by
38 CLEPA members



CLEPA corporate members
are headquartered in
21 different countries



13 national associations
combine forces with CLEPA



LIGHTING

INTERIOR

POWERTRAIN
& CHASSIS

30.000 PARTS

An average car is made of 30.000 parts
and CLEPA members cover all of them

Electrification



Autonomous Driving



Connectivity



Diverse Mobility





MISSION & VISION:

Increase the competitiveness of the European Automotive Supply Industry and drive its sustainable growth while enhancing wealth and employment

ADVOCACY

Ensure a favourable policy and regulatory environment through **advocacy on priority issues**, primarily in the EU but with a keen eye for global developments as well

PROFILING

Reinforce CLEPA's position as a trusted partner and provider of solutions for EU policymaker and stakeholder audiences **through effective profiling and communication**

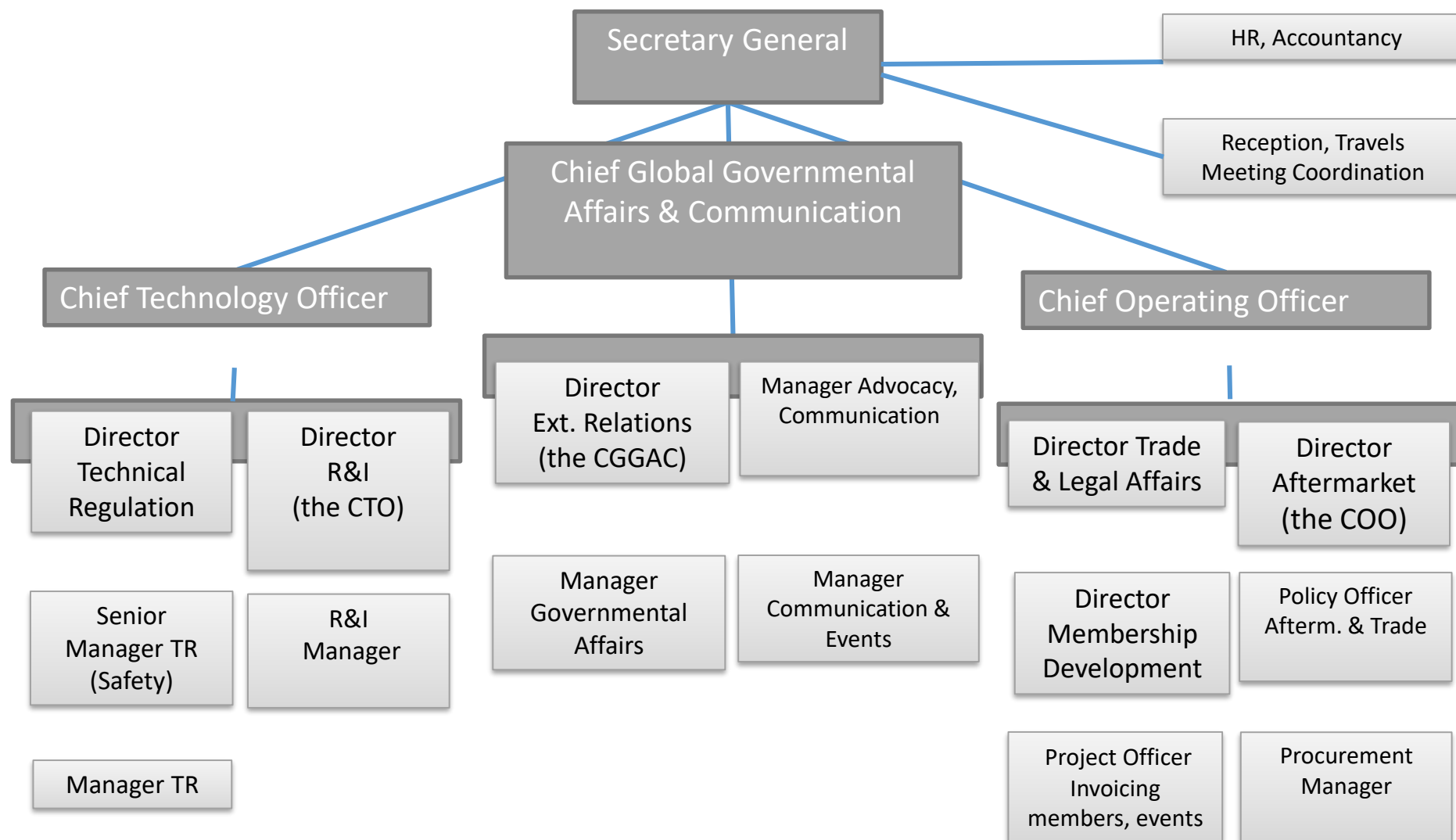
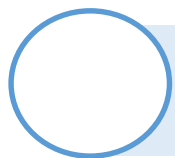
R&D

Underpin the innovative strength of the industry through facilitating participation in EU **R&D roadmap development and funding**

MEMBERSHIP

Add value by growing and better **leveraging the membership** amongst the supplier industry and in areas of strategic value

GOVERNANCE: Inform and support advocacy, profiling, research funding and membership development through timely ***intelligence, analysis and strategic advice to the various bodies within CLEPA***, as well as efficient ***operations management***



Advocacy & Market Support

Communications & Operations



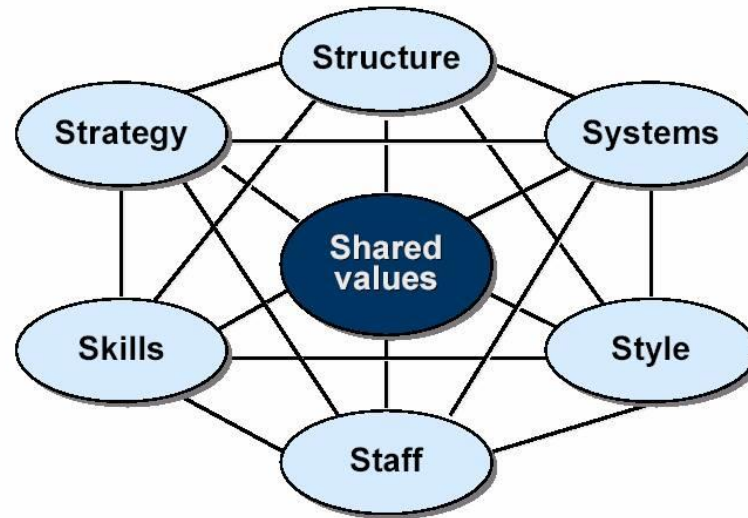
Context CLEPA 2017 --> 2018



- ✓ **General professionalisation**
- ✓ **Expectations of the board**
- ✓ **Team and culture**

Overview process HR approach

Marijke Van den Bossche
HR consultant



7 S model Mc Kinsey

Basic concepts



Appreciative Inquiry David Cooperrider



"That's the one I like best, but everyone else seems to like the other one."

Action plan – Main steps



- ✓ **Satisfaction survey:** staff and members
- ✓ **Workshops:** strategic and operational
- ✓ **Structure:** dynamic organisation
- ✓ **Job descriptions:** performance areas and skills
- ✓ **Remuneration package:** modern salary house
- ✓ **Monitoring system performance:** objectives, mid-term review, yearly evaluation
- ✓ **Training and development:** team and individual
- ✓ **Recruitment and selection:** competences and values
- ✓ **Policies and working rules:** up to date cf processes and legislation
- ✓ **Coaching:** team and individual
- ✓ **Well-being:** teambuilding and work environment



Action plan – Main outcomes

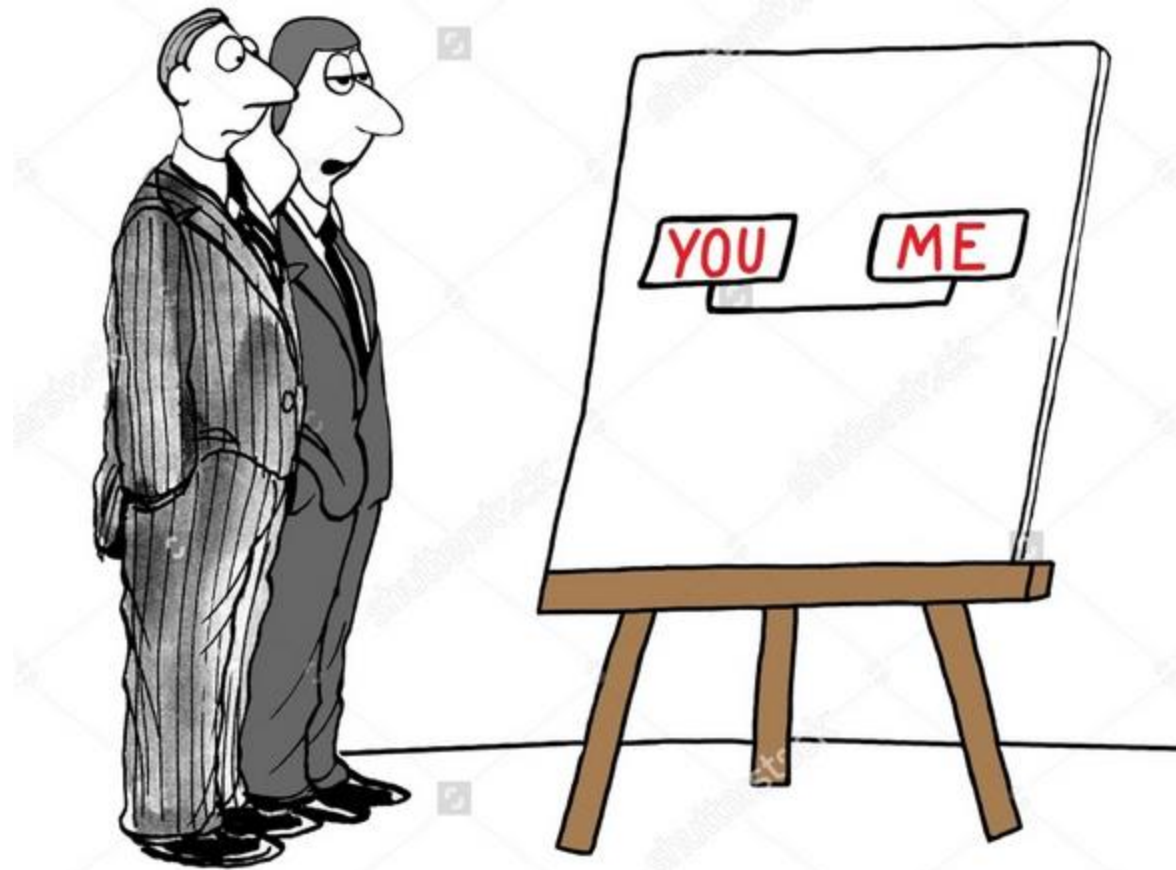


- ✓ **Satisfaction survey:** clarity on needs and priorities
- ✓ **Workshops:** shared mission, vision, goals and values; involvement through input on structure and systems
- ✓ **Structure:** team, personal leadership
- ✓ **Job descriptions:** personal accountability, contribution to the whole
- ✓ **Remuneration package:** market conform to attract and retain, fairness
- ✓ **Monitoring system performance:** increase performance and challenge
- ✓ **Training and development:** support development and motivation
- ✓ **Recruitment and selection:** complementary skills, desired values
- ✓ **Policies and working rules:** legal-wise up to date, transparent framework
- ✓ **Coaching:** growth, motivation, inspiration
- ✓ **Well-being:** support team, better feeling, better results



"I can't remember—do I work at home or do I live at work?"

Reflections lessons learned



**“We have finally achieved simplicity
in our corporate organization.”**



Reflections and lessons learned



- ✓ **Co-creation step by step**
- ✓ **Relationship with board**
- ✓ **Exemplary role SG and management**
- ✓ **Neutrality external persons (HR, legal)**
- ✓ **Room for development**
- ✓ **New colleagues as a lever**

Invitation: sharing experience





European Association of Automotive Suppliers

Thank you
and
all success in your association!