

ONZIEME RENCONTRE INTERNATIONALE DU GERPISA
ELEVENTH GERPISA INTERNATIONAL COLLOQUIUM

Les acteurs de l'entreprise à la recherche de nouveaux compromis ?
Construire le schéma d'analyse du GERPISA

Company Actors on the Look Out for New Compromises
Developing GERPISA's New Analytical Schema

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**STRATEGIES OF PRODUCT DESIGN, PRODUCTION AND SUPPLIERS
SELECTION IN THE AUTO INDUSTRY: FINAL FINDINGS OF A BROAD
RESEARCH IN THE MAJOR BRAZILIAN ASSEMBLERS' SUBSIDIARIES,
HEADQUARTERS AND SUPPLIERS**

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This paper presents and discusses the final findings of a research on the automobile sector in Brazil, that was conducted by a group of researchers in the Production Engineering Department of the University of Sao Paulo. The research was sponsored by the Brazilian Bank of Economic and Social Development (BNDES). Its home page is www.poli.usp.br/pro/cadeia-automotiva.

The main objectives of the research were to build a broad, integrated and understandable framework of what is happening in the sector in Brazil and what are the perspectives for local development of technological capability and local value adding, after the deep changes this industry has undergone in the last ten years. The research involved a survey comprising 224 autoparts companies, in-depth investigation in 33 autoparts companies and 7 subsidiaries of final assemblers located in Brazil and in 4 assembler's headquarters.

For the 2003 Gerpisa's Conference we are planning to present conclusions taken from major topics covered by the project. We propose the concept of "project headquarter" (*siège de projet*) as the locus where decisions and engineering activities of a given product design as well as the management of the project and of the engineering take place. We suggest that there is a close link between "project headquarter" and the power to define suppliers, giving room to the participation of local (non global) suppliers.

A discussion on various factors that may favor the consolidation of product design activities in the automotive firms located in Brazil is developed. Those factors are: volume, product and market regulation, niche strategies, overload of design activities in central development units, existing capabilities, diversification of the local and regional markets,

type of integration with the headquarter and the importance given to local units by the group as a whole.