




# **Gerpisa 2010** **The Greening of the Global Auto Industry in a Period of Crisis** Programme

**WZB**

Wissenschaftszentrum Berlin  
 für Sozialforschung  
 Gemeinnützige Gesellschaft  
 Reichpietschufer 50  
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**AutoUni** 

Volkswagen Aktiengesellschaft  
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 38436 Wolfsburg

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 TOMMASO PARDI, Ecoles des Hautes Etudes en Sciences Sociales



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# Wednesday 9th of June, 2010

**08:45 – 09:30**

## Welcome of participants

**09:30 – 10:30**

### Plenary session I

Room: A 300

ULRICH JÜRGENS, Wissenschaftszentrum Berlin für  
Sozialforschung

BERNARD JULLIEN, Ecole Normale Supérieure de Cachan

1. JULLIEN, Bernard

Sustainable development and automobile industry : where  
we are and where we should go

**10:30 – 10:45**

## Coffee break

**10:45 – 12:15**

## Parallel sessions

### Session n°: 1

Macroeconomic configurations and national policies in the  
crisis

Room: 310

Chair: ULRICH JÜRGENS, Wissenschaftszentrum Berlin für  
Sozialforschung

1. BLÖCKER, Antje

The crisis of the automotive industry in Germany: winners  
and losers and their greening strategies

2. JETIN, Bruno

The demand for automobile in the USA before and after  
the crisis

3. RAMÍREZ PÉREZ, Sigfrido M.

The European Union and the crisis of the automobile  
industry: time for an industrial policy?

### Session n°: 2

Local policies/cluster approaches

Room: A 305

Chair: BOLESŁAW DOMANSKI, Jagiellonian University

1. WEGGE, Martina, & Hajo WEBER

Automotive Cluster and Network activities – Right  
strategies in times of crisis?

2. COLLIS, Clive, Nigel BERKELEY, & David NOON

Cluster Policy and the Automotive Industry: the case of the  
UK's West Midlands Region

3. MENU, Sabine

Results of political regulation in European regions: cluster  
policies in Bavaria, North East England and Bretagne since  
1980

### Session n°: 3

First tier suppliers approaches to the crisis

Room: B004/5

Chair: VINCENT FRIGANT, Université Montesquieu -  
Bordeaux IV

1. SALLES, Jose Antonio Arantes, Rosangela Maria  
VANALLE, & Milton VIEIRA JUNIOR

First tier suppliers and automobile manufacturers'  
relationships in Brazil.

2. LOER, Kathrin

Prospects of European Contract Manufacturing - Survival  
Merely in Becoming an Exot or an Affiliate?

3. FUCHS, Martina, & Hanno KEMPERMANN

Regional effects of the automotive crisis in German engine  
building industries

### Session n°: 4

Changing mobility patterns, municipal policies, new user  
types and product and service policies

Room: B002/3

Chair: WEERT CANZLER, Wissenschaftszentrum Berlin für  
Sozialforschung

1. KNIE, Andreas

Be-mobility : public cars in intermodal services in Berlin

2. SPEH, Michael

Emobility as a product offensive

**12:15 – 14:00**

## Lunch

**14:00 – 15:30**

## Parallel sessions

### Session n°: 5

Macroeconomic configurations and national policies in the  
crisis

Room: 310

Chair: SIGFRIDO RAMIREZ, Università Bocconi

1. BEGLEY, Jason, Tom DONNELLY, & Clive COLLIS

Preparing for the advent of low carbon motoring in small,  
open economies

2. TUNCAY-CELIKEL, Asli

Recent Developments of R&D Activities on Green  
Automotive Technologies in Turkey and the role of Turkish  
government

3. LACAYO, Hortensia, Mary Carmen Riquelme

LACAYO, & Jorge Armando Juarez GONAZALEZ

The European economic recovery plan: eco-innovation  
and car scrapping schemes in the United Kingdom and  
France automobile industry

# Wednesday 9th of June, 2010

## Session n°: 6

Car makers strategies in the crisis

Room: A 305

Chair: TOMMASO PARDI, Ecoles des Hautes Etudes en Sciences Sociales

1. BELZOWSKI, Bruce

Chrysler's Re-invention: The Fiat Way

2. SENTER, Richard Jr., & Walter MCMANUS

General Motors' Strategies for Recovery

3. MERCER, Glenn A.

The Response of Ford to the Global Auto Crisis

## Session n°: 7

First tier suppliers approaches to the crisis

Room: B004/5

Chair: VINCENT FRIGANT, Université Montesquieu - Bordeaux IV

1. CHANARON, Jean-Jacques, & Cédric BOIRAU  
Relations between OEMs, first tier and second tier suppliers looked at in the situation of crisis and from a radical innovation perspective through the Green Car

2. NETO, Mario Sacomano, & Silvio R. I. PIRES  
Modular Consortium and Industrial Condominium: analyzing two contemporary forms of inter-firm governance in the Brazilian automotive industry

## Session n°: 8

New players and alliances in the greening context

Room: B002/3

Chair: WEERT CANZLER, Wissenschaftszentrum Berlin für Sozialforschung

1. AMATUCCI, Marcos

Gaining competences for innovation: differences between first movers and late movers in the Brazilian automotive industry

2. DIAS, Ana Valéria Carneiro, Maria Cecília PEREIRA, Raoni Barros BAGNO, Conrado Gomide CASTRO, Marina Coelho BACHOUR, & Pedro Roberto Lemos CORTEZ

Learning platforms and innovation in car industry: the case of an automotive powertrain subsidiary in Brazil

## 15:30 – 15:45

### Coffee break

## 15:45 – 17:15

### Parallel sessions

#### Session n°: 9

Macroeconomic configurations and national policies in the crisis

Room: 310

Chair: SIGFRIDO RAMIREZ, Università Bocconi

2. COFFEY, Dan & Tommaso PARDI

Responses to the Crisis: Car Makers' Trajectories and British Policy in Britain's Foreign-Owned Car Industry

3. DONNELLY, Tom, Jason BEGLEY, & Clive COLLIS

The car revolution in Britain

#### Session n°: 10

Car makers strategies in the crisis

Room: A 305

Chair: MARTIN KRZYWDZINSKI, Wissenschaftszentrum Berlin für Sozialforschung

1. SCUR, Gabriela, Flávia L. CONSONI, & Roberto BERNARDES

Re-organization of the R&D management of General Motors Corporation: the emergency of Brazil as a center of global product development

2. DE CARVALHO, Enéas G., Lourenço Faria, Paulo MORCEIRO, & Michael FRANÇA

The Effects of the Crisis on the Auto Assemblers  
Investment Strategies in Brazil and China

#### Session n°: 11

Industrial relations and transnational trade unions coordination

Room: B004/5

Chair: ELSIE CHARRON, CNRS

1. MEYER, Dorit

Dynamic Capabilities in Trade Unions? The Challenge of Attracting Temporary Staff in the Automobile Sector to Unions before and in the Economic Crisis

2. JÄCKLEIN, Wolf

Towards a new qualitative perspective ? Consequences of structural transformations in the sector

#### Session n°: 12

New players and alliances in the greening context

Room: B002/3

Chair: GIUSEPPE GIULIO CALABRESE, Ceris-Cnr

1. MACNEILL, Stewart, & Hugues JEANNERAT

Interacting knowledge domains in the automotive industry: An innovation/value systems model and policy consequences?

2. SCHMIDT, Gert

New design for post fossile vehicles

**Thursday**  
10th of June, 2010



**8:15**

**Meeting Berlin Central Station (Hauptbahnhof)**

**8:32**

**Departure Berlin Central Station  
(Hauptbahnhof)**

**9:38**

**Arrival Wolfsburg Bahnhof - Transit to VW -  
plant**

**10:00 – 12:00**

**Factory visit**

**12:00 – 13:00**

**Lunch (AutoUni)**

**13:00 – 14:00**

**Plenary session II**

Room: Lecture Hall, main floor

MICHEL FREYSSENET, CNRS

ULRICH JÜRGENS, Wissenschaftszentrum Berlin für  
Sozialforschung

JÖRG THEOBALD, Volkswagen

1. THEOBALD, Jörg

Sustainable concepts for future powertrain

2. FREYSSENET, Michel

“The Greening of the Global Car Makers in a Period of  
Crisis” ?

**14:00 – 14:15**

**Coffee break**

**14:15 – 15:45**

**Parallel sessions**

**Session n°: 13**

Car makers strategies in the crisis

Room: Lecture hall A

Chair: MIRIAM WILHELM, Volkswagen AutoUni

1. BYOSIERE, Philippe, & Denise J. LUETHGE

Honda: Weathering the Global Crisis or Stuck in Japanese  
Corporate Quicksand?

2. PARDI, Tommaso

Putting Toyota in perspective : the causes, the  
consequences and the meaning of the present crisis

**Session n°: 14**

New players and alliances in the greening context

Room: Lecture hall B

Chair: MARTIN KRZYWDZINSKI, Wissenschaftszentrum  
Berlin für Sozialforschung

1. CALABRESE, Giuseppe G.

Death and resurrection of Italian coachbuilders

2. VILLAREAL, Axel

"From the technical to the political": politicization of the  
electric vehicle in France

**Session n°: 15**

Industrial relations and transnational trade unions  
coordination

Room: Lecture room 1st floor

Chair: ELSIE CHARRON, CNRS

1. COSTA, Isabel Da, & Udo REHFELDT

Ten years of transnational European collective bargaining  
in the automotive sector

2. KUHLMANN, Martin

Production concepts and work policy in the German car  
industry: What is going on and what do works councils do

3. HAUSER-DITZ, Axel, Markus HERTWIG, & Ludger  
PRIES

Restructuring of the Automotive Industry: The Role of  
EWCs

**15:45 – 16:15**

**Coffee break**

# Thursday

## 10th of June, 2010



**16:15 – 17:45**

### Parallel sessions

**Session n°: 16**

Car makers strategies in the crisis

Room: Lecture hall A

Chair: ULRICH JÜRGENS, Wissenschaftszentrum Berlin für Sozialforschung

1. VENUGOPAL, Ramachandran

Taking Mobility Down the Pyramid: The Strategic Trajectory of Tata Motors

2. BECKER-RITTERSPACH, Florian, & Gert BRUCHE

Tata Motors and the Financial Crisis

3. CHUNG, Myeong-Kee

Turning Crisis into Opportunity: Is Hyundai's Trajectory A Miracle or A Mirage?

**Session n°: 17**

Changing mobility patterns, municipal policies, new user types and product and service policies

Room: Lecture hall B

Chair: WEERT CANZLER, Wissenschaftszentrum Berlin für Sozialforschung

1. SHIOJI, Hiromi

Electric Vehicles in China

2. SWENSON, Deborah

The Influence of Chinese Policy on Automobile Assembly and Parts Production

3. COFFEY, Dan, & Carole THORNLEY

Extended Producer Responsibility in the Auto Industry and Durable Goods Leasing: some economic complications for sector policy

**Session n°: 18**

Local policies/cluster approaches

Room: Lecture room 1st floor

Chair: JORGE CARRILLO-VIVEROS, El Colegio de la Frontera Norte

1. DOMANSKI, Boleslaw, Robert GUZIK, & Krzysztof GWOSDZ

Company Strategies and Regional Effects of the Crisis in the Semi-Periphery: The Case of Poland

2. PAVLINEK, Petr, & Jan ZENKA

The 2008–2009 Automotive Industry Crisis and Regional Unemployment in Czechia

3. BERNACIAK, Magdalena, & Vera SCEPANOVIC

The Challenges of Upgrading: Dynamics of East Central Europe's integration into the European Automobile Networks

**18:00 – 18:15**

### Closing remarks and opening of the reception

HORST NEUMANN

Member of the VW Management Board

**18:15 – 20:15**

### Reception at AutoUni

**21:05 – 22:30**

### Return journey to Berlin

**22:21**

### Arrival Berlin central station

# Friday 11th of June, 2010

**08:45 – 09:00**

## Coffee

**09:00 – 10:30**

## Parallel sessions

### Session n°: 19

Industrial relations and transnational trade unions coordination

Room: 310

Chair: TOMMASO PARDI, Ecoles des Hautes Etudes en Sciences Sociales

1. SHIMIZU, Koichi

Flexibilisation of working hours management and work sharing : the reaction of Renault, PSA and TMMF facing the crisis

2. DELTEIL, Violaine, & Patrick DIEUAIDE

Multinational enterprises and the reconfiguration of professional relations in times of crisis : the case of the automobile sector

3. BENSUSAN, Graciela, & Jorge CARRILLO

Transnational corporations, employment practices and social responsibility in Mexico

### Session n°: 20

Macroeconomic configurations and national policies in the crisis

Room: A 300

Chair: BRUNO JETIN, Université Paris Nord

1. ALVAREZ, Lourdes, Julio Castellanos, María

Antonieta MARTÍN G., & González Ma. LUISA

Actual situation and perspective of the automotive industry in Mexico after the 2009 economic crisis

2. LACAYO, Hortensia

The Mexican Government's economic measures to limit the crisis effects in the automotive sector

3. KLIER, Thomas, & Jim RUBENSTEIN

What role did regional policy play in addressing the U.S. auto industry crisis?

### Session n°: 21

New players and alliances in the greening context

Room: A 305

Chair: BERNARD JULLIEN, Ecole Normale Supérieure de Cachan

1. PROFF, Heike, & Manuel WAGNER

Coming out of the crisis in the auto industry:

Ambidextrous management of the transition to electric mobility

2. STAPLES, Andrew

Greening the value chain: building competitive advantage through sustainability.

3. PRÄTORIUS, Gerhard

Volkswagen: "Creating Sustainable Value"

### Session n°: 22

First tier suppliers approaches to the crisis

Room: B004/5

Chair: MIRIAM WILHELM, Volkswagen AutoUni

1. CORONADO, Christian, Adrian CORONADO, & Etienne CORONADO

Managing complex modular product architectures: value creation through innovation in the automotive industry

2. FRIGANT, Vincent, & Jean-Bernard LAYAN

The international division of labor in automotive supply chain: a comparative analysis of French and German auto parts trade with European eastern countries

**10:30 – 10:45**

## Coffee Break

**10:45 – 12:15**

## Parallel sessions

### Session n°: 23

Industrial relations and transnational trade unions coordination

Room: 310

Chair: TOMMASO PARDI, Ecoles des Hautes Etudes en Sciences Sociales

1. HAUSER-DITZ, Axel, & Markus HERTWIG

Suppression, Absorption, or Cooperation? European Works Councils and HR-Strategies in Japanese Car Manufacturers - The Case of Toyota and Honda

2. WANNÖFFEL, Manfred

The General Motors Case: A European Solution or No Solution

3. KÖHLER, Holm-Detlev

Daimler's search for a new profit strategy

### Session n°: 24

Macroeconomic configurations and national policies in the crisis

Room: A 300

Chair: MARTIN KRZYWDZINSKI, Wissenschaftszentrum Berlin für Sozialforschung

1. WANG, Hua, & Chris KIMBLE

Leapfrogging to electric vehicles: Challenges of governance in China's Automobile Industry

2. BUNGSCHKE, Holger

On the Way to a Low-carbon Society? Japan's Tax Reforms and Incentive Scheme for Fostering Ecological Friendly Cars and Their Market Effects

3. SALERNO, Mario & Glauco ARBRIX

Economic growth, social development and crisis

# Friday 11th of June, 2010

management: recent evolution of the auto industry in Brazil

## Session n°: 25

New players and alliances in the greening context

Room: A 305

Chair: GIUSEPPE GIULIO CALABRESE, Ceris-Cnr

1. WILHELM, Miriam & Frank LERCH

Coopetitive Innovation Scouting - Comparing Practices of the Network of Automotive Excellence and a Strategic OEM-Supplier Network in Germany

2. WEBER, Davide-Riccardo, & Arnaldo CAMUFFO

Mapping the Determinants of Time-to-Market in Automotive New Product Development: a multiple case study analysis

3. SUSHANDOYO, Dedy, Thomas MAGNUSSON, &

Christian BERGGREN

New forms of vehicle maker - supplier interdependence? The case of electric machine development for heavy hybrid vehicles

## Session n°: 26

Car makers strategies in the crisis

Room: B004/5

Chair: LUDGER PRIES, Ruhr-Universität Bochum

1. AMATUCCI, Marcos, & Fabio Luiz MARIOTTO

Differences between innovative automakers' strategies in Brazil

2. ORIHASHI, Shinya, Daniel Arturo HELLER, &

Hidetada HIGASHI

Mitsubishi Motor Corporation: Leaving its deep crisis for an electric future?

**12:15 – 14:00**

## Lunch

**14:00 – 17:00**

## Plenary session III

Theme coordinators: summaries and outlooks

Room: A 300

**15:15 – 15:30**

## Coffee break

4.

**15:30 – 17:00**

## PERSPECTIVES FOR EUROPE

**Room: A 300**

PHILIPPE JEAN

The Head of the Automotive Unit  
European Commission DG ENTR

# Saturday

## 12th of June, 2010



**10:00 – 12:30**

### Steering Committee

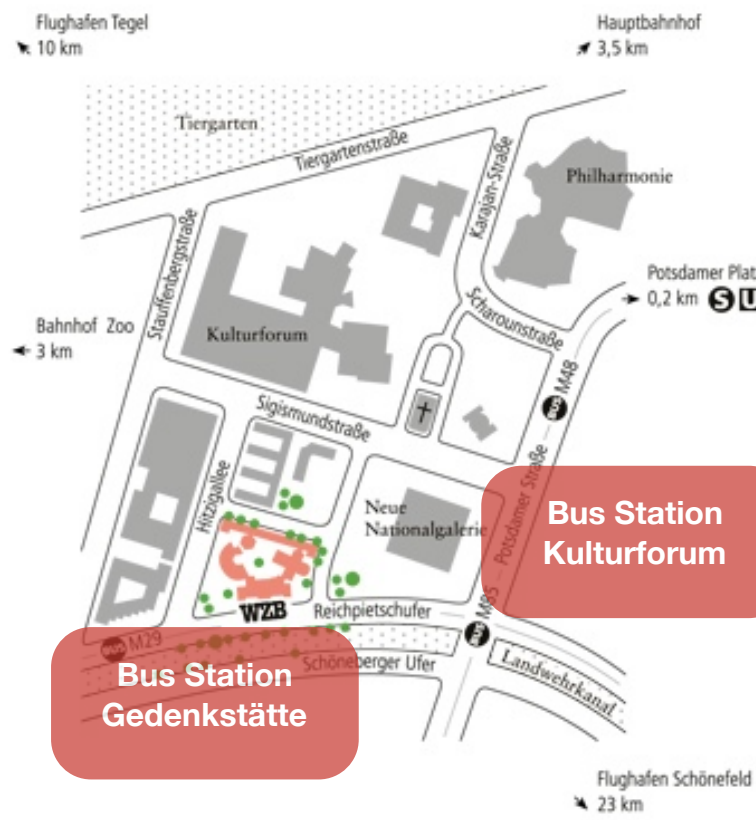
Meeting point: WZB, Reichpietschufer 50,  
D- 10785 Berlin

Room: A 305

Steering Committee members should confirm their presence on the Steering Committee site (you need to login with your username and password) :  
<http://steering.gerpisa.org/node/802>

**12:30**

### Lunch



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