

## **Joint teams and committees hunt for new opportunities and greater synergies**

Also reporting to the Alliance Board are RNBV and the small teams working in France and Japan that coordinate all alliance activities - including the work of the various Steering Committees (SCs), Cross Company Teams (CCTs), Functional Task Teams (FTTs) and Task Teams (TTs).

The Steering Committees, chaired by a member of Renault's or Nissan's executive committee, propose the priority subjects for the Alliance Board meetings, oversees the activities of the CCTs, FTTs and TTs, and help implement Alliance joint projects.

The key groups that explore new opportunities and synergies are the CCTs (Cross Company Teams). As the name implies, they are made up of employees of both companies. These teams are the crucial management tool that enables the individual strengths of Nissan and Renault to complement each other. They are also responsible for implementing action plans, assisted by the Steering Committees.

Employees will join a CCT for typically two to three years, and the composition of the teams will change, as new challenges arise. CCTs cover all the major areas of both companies. They include product planning, research and advanced engineering, vehicle engineering, powertrain engineering, manufacturing, purchasing, plus there are CCTs covering all sales regions and exploring greater synergies between the two companies. CCT members, working in Japan, France and at other Alliance facilities around the world, communicate daily with each other (typically by email), usually have weekly conference calls and normally meet, face to face, once a month. Team leaders report to the Alliance Board, with progress in their specific areas.

Functional Task Teams (FTTs) assist the work of the CCTs. Task Teams (TTs) help CCTs with specific assignments, and work on the task until it's accomplished.

When an opportunity or a problem arises, the FTT will study the CCT pilot for a project to either identify a new synergy or program or to solve an issue that the CCT cannot agree on.

If the issue cannot be solved at FTT level, it is referred to the appropriate Steering Committee. If that cannot be solved, it will go to the Alliance Board meeting.

This unique way of working encourages dialogue and cross company team work, and brings out the best in both cultures. It enables Renault to learn from Nissan, and Nissan from Renault. It encourages an Alliance team spirit. Yet it also respects the fundamental differences between the two independent companies.