



## Goodyear do Brasil Ltda. Americana Plant – Brazil

### Overview

Goodyear Americana is a passenger, light truck, medium radial truck and earthmover tire plant. Innovation through the continuous improvement has always been a part of the plant's DNA. Every year, the plant develops more than 30 new products featuring new technologies aligned with customer expectations.

### Achievements

Lean implementation has accelerated a cultural shift in our people. The new paradigm is visible in our processes and products, which have grown the following results:

#### Safety & Morale

- 64% reduction in OSHA incident rate
- 42% reduction in absenteeism rate
- OHSAS-18001 certified
- Twice classified as a high-performance plant on corporate engagement survey
- Recognized as one of Goodyear's top performing plants

#### Customer Satisfaction

- 54% total plant scrap reduction
- 33% reduction in Process Lead Time
- TS16949 certified
- Recognized by the main OEMs: quality, supply, flexibility and social responsibility

#### Continuous Improvement

- 28% reduction in work in process in two years
- 10% improvement in productivity
- Employees' Kaizen implementation increased nine times
- World Class OEE performance

#### Environment & Social Responsibility

- ISO14001 certified
- Zero waste to landfill
- 16% reduction in solvent usage
- Benchmark plant on energy efficiency

### Vision

The Americana team's vision is simple: Become the most competitive tire supplier in the world. To achieve our vision, we rely on associates to grow our business and satisfy customers. The team is attaining this goal by incorporating five values:

**Safety:** Safety is no longer a first priority – it is now our highest value. Goodyear Americana's Total Safety Culture

program demands associates internalize the value, both inside and outside of the plant. The program's importance is solidified through the TSC flag flying in front of the plant.



**Customer Satisfaction:** We pride ourselves in offering the right product, at the right time, in the right quantity. Our products meet expectations of quality for customers. We focus on every component, every assembly and every cure to assure our pride is well-deserved.

**Environment & Social Responsibility:** We have the responsibility to leave the earth, air, and water in the same good condition it was when we built the plant. We have improved the area by:

- Planting nearly 11,000 trees
- Working to achieve the Triple Zero concept (zero waste to landfill, zero non-conformities and zero solvents)
- Drawing water from the Piracicaba River for the production process, and returning cleaner than when it was removed

**Continuous Improvement:** The Americana Plant works on the continuous improvement of its products and processes by giving all employees the opportunity to contribute with new ideas.

**Organizational Capability:** Reaching our goals requires a talented, well-trained workforce that feels passionate about the business. Ongoing training, certifications, evaluations and constant feedbacks assure the continuous development. The team is eager to improve the Americana Plant and achieve our goal of becoming the most competitive tire supplier in the world.

### Process

- The plant is divided into three Business Centers— Preparation, Commercial and Consumer lines.
- Centers are organized as Competitive Business Teams (CBT)
- Every CBT is led by 3Ps+M (People, Product, Process and Maintenance)
- Each CBT has its own Balanced Score Card



The process structure empowers and develops our people, and improves the engagement of our workforce. All process drivers regarding safety, people, quality, productivity, and efficiency of utilities consumption are reviewed periodically.

## Plant

Goodyear Americana is part of a Marketing Complex. The site includes:

- The plant where we build our tires;
- Latin America Proving Ground where we test the tires; and
- Sales & Marketing Training Center where we train associates, costumers and dealers.

The first tire was built in 1973. Currently there are approximately 2,000 associates working in the plant 24x7.

## Corporation

Goodyear is one of the world's largest tire companies. Together with its subsidiaries and joint ventures, Goodyear develops markets and sells tires for nearly every application including: earthmover, motorcycle, passenger, light truck and OTR truck tires. Goodyear operates 56 plants in 27 countries and employs approximately 72,000 associates around the world. Headquarters are located in Akron, Ohio.

For more information please contact:

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