



# Renault Australia



Renault has been producing quality cars on a global scale for more than a century and is driven by innovation and engineering excellence. Featuring a diverse range of passenger and light commercial vehicles, Renault has experienced exponential growth in the Australian market in recent years.



## What you can learn from Renault Australia

- Involve people at all levels in setting your strategy
- Trust in your people when the pressure is on
- Don't be afraid to make difficult decisions

### Involve people at all levels in setting your strategy

Renault Australia stands out because it involves employees from all levels in strategy meetings. The impacts of this are threefold:

- It ensures that people at all levels understand the strategy and how their roles fit into it
- It facilitates the flow of information through all levels of the business
- It provides an opportunity to cultivate employee profiles for future leadership roles.

As well as strategy meetings, Renault Australia engages with its people via regular informal and formal communications. Employees at all levels are encouraged to put themselves out there if they have an idea or feedback to contribute, with innovative ways of thinking and doing business a priority. Managers and the senior leadership team are accessible and the CEO is available to provide support to leaders when required.



**"Culture is incredibly important.  
The way the brand is perceived is defined  
by the way our people behave."**

Justin Hocevar  
Managing Director,  
Renault Australia







## Trust in your people when the pressure is on

In the past 12 months Renault Australia has been challenged by unstable foreign exchange rates, meaning that globally budgeted targets were no longer realistic to achieve. This is an ongoing challenge for many Australian subsidiaries of global organisations, and one that can be particularly difficult to manage.

Rather than cut operating expenses to plug the gap, Renault entered a period of consultation and developed a response to the challenge. Senior leaders had worked hard to increase employee engagement over the past four years and didn't want to 'take the foot off the throttle' by trimming investments in its people. Instead, Renault acknowledged the problem it faced and communicated this to its employees. This approach helped to secure buy-in from employees, and to execute an action plan through common understanding.

Addressing this problem meant stretching the business to generate additional revenues. It meant higher expectations of employees and increased volumes. Because people were brought into the process and regularly updated on progress, the business was able to continue increasing sales and improving engagement throughout this period. Feedback was gained through informal and formal conversations with managers and it was clear that the organisation's willingness to trust its employees during this difficult time had mutually beneficial outcomes.

	2012	2013	2014
 <b>Engagement score</b>	73%	70%	85%
 <b>Sales</b>	5,011	7,016	10,014

## Don't be afraid to make difficult decisions

Culture is priority at Renault Australia. The organisation's recruitment philosophy is 'behaviour before skill' and that is a prerequisite for success for employees at all levels. The Executive team is committed to maintaining cultural alignment above all else. If people are leaders or high performers but exhibit the wrong behaviours, they are proactively given feedback and coached to improve. There are no compromises when it comes to maintaining culture and all Renault Australia employees are expected to act as ambassadors for the brand.

To embed positive behaviours, the organisation exposes its people to the Renault story and history from day one on the job. Employees are immersed in the brand and throughout their tenure are challenged and empowered to live and breathe the brand.

Renault Australia prides itself on being proactive in decision making, and extremely honest and open in dealing with issues. This has helped the organisation to cultivate a workforce focussed on agility with strong and authentic relationships. Expectations of its people are clear and all staff are accountable.