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Breaking arriers

Chassis Brakes International is exploring and venturing into new markets and categories with a strong set of strategies and a collaborative culture.

Images by Estelle Judah Photography

Chassis Brakes International (CBI) is accelerating as it looks towards the future of the automotive industry. As one of the world's largest manufacturers of automotive foundation brakes and foundation brake components, CBI has identified and explored the substantial shifts in the automotive industry.

With its global reach and network, CBI Australia has implemented innovative initiatives to address the shifts in the automotive industry and meet new customers' demands. CBI employs 6,000 associates at 23 manufacturing facilities and engineering centres in Europe, China, India, South America, and the Asia-Pacific region. Within the Australia-ASEAN region, CBI boasts four manufacturing locations including Melbourne, Adelaide, Sydney, and Rayong in Thailand.

Throughout this substantial network, CBI manufactures

automotive braking components for major global vehicle manufacturers. CBI's primary products are sold directly to original equipment manufacturers and through various aftermarket channels, and include disc brakes, drum brakes, disc and drum rotors, and automated parking brakes.

As a market leader for foundation brake components, systems, and services, CBI works closely with its suppliers and strategic partners to develop and deliver innovative brake systems to its clients. With research and development technical centres in Europe, China, India, Brazil, and Australia, CBI is committed to continuous innovation.

CBI is also working on improving the environmental efficiency of the world's vehicles by designing and developing new braking concepts and future brake systems for its clients. Brakes are already being developed with lower drag and using lighter materials, resulting in reductions in emissions.

Strong supply relationships and strategic partnerships allow CBI to follow these passions and develop the best products possible. CBI understands and recognises the importance of forming long-lasting and mutually beneficial relationships with its suppliers, strategic partners, and customers.

In April 2013, Toyota Australia held its annual Supplier Conference where it presented its prestigious Supplier Awards for 2012. Chassis Brakes International was successful for the second year in a row in 2013, receiving recognition in three areas: a nomination for Quality Excellence, the award for Cost Improvement, and the prestigious President's Supplier of the Year Award. This recognition demonstrates CBI's dedication to quality, its commitment to trustworthy and reliable service, and its focus on strong partnerships.

The company has received a number of quality and performance awards from customers, with all of its >

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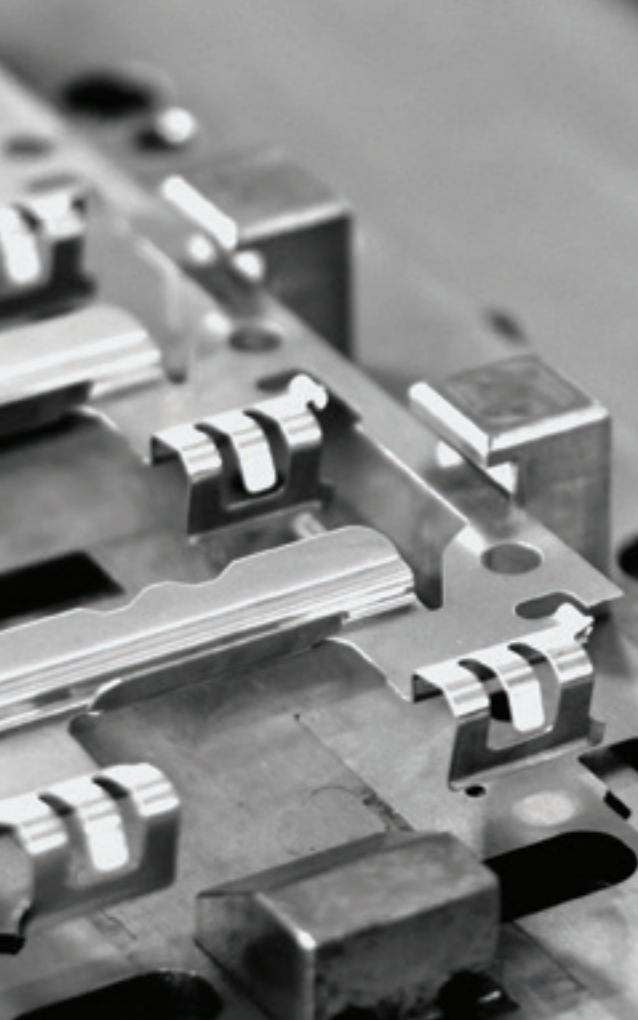
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operations and facilities securing the appropriate QS-9000 and ISO 14001 certifications. The Australian arm of CBI has worked hard to uphold the global legacy of the brake manufacturer. Of the 6,000 associates employed by CBI worldwide, 40 per cent are based in Europe and 60 per cent are located in South America and the Asia-Pacific region.

Graham Scull, Regional President of Chassis Brakes International Australia, has led the company to new heights and new markets with a focus on diversification and innovation. *The CEO Magazine* sat down with Graham to discuss his long history with CBI, his ambitious plans for growth and development, and the future of CBI both domestically and internationally.

***The CEO Magazine:* What led you to your current position?**

Graham: I've been employed with PBR, Chassis Brakes International, and Bosch Chassis Brakes for 19 years. Prior to this, I was with Bosch Australia in a technical sales role but wasn't satisfied that I'd completed my engineering grounding before I'd moved into that commercial role. I was approached by PBR to come and join the engineering team, and I took that opportunity. I started with the PBR engineering team 19 years ago and basically made my way through the engineering hierarchy up to the point of being responsible for the global engineering function for PBR as a global brakes company.

It was about that time that PBR was acquired by Bosch. There was a major reshuffle and a thinning out of the executive level of the company, given that PBR was transitioning from a global company to being part of a division within Bosch. At that point, I moved on to the executive committee for the PBR operations in an engineering role.

With Bosch deciding to sell their brakes division, a career path was



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- Graham Scull

put in place for the German expat who was running the business at the time to return to Germany, and I went into a development role to position myself to be able to take over the business on his departure. This involved my moving into an all-technical role where I oversaw both product engineering and operations.

Do you think spending 19 years moving through the various divisions of the organisation has given you a unique, holistic view of the company?

I think it does. My first job was actually with an original equipment manufacturer, Nissan, and I think having that insight into how a car company thinks and where their priorities are has been a benefit throughout my career.

Having worked my way through the business and having 19 years experience with the same company is a significant benefit. I still feel very technically involved sometimes, right down to being involved in quite specific technical discussions with the engineering

team. Within the breadth of this brakes business, that experience has been quite beneficial.

We're very fortunate in that this experience level extends to a great executive team at CBI Australia, who also have a great mix of experience within the wider manufacturing industry extending over many years.

What is your greatest achievement as regional president of Chassis Australia?

When I took over this business, the team had been put in place to manage the business almost as a plant within the Bosch division. All of the strategic work was really handled centrally through the Bosch divisional executive. One of the things I've tried to do for the company is transition into an environment where we are much more strategic as a region.

Our executive team undertook quite an in-depth process in 2012 when we went through a strategic planning process for the business and developed a renewable >