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CCNM/EMEF/SC(98)14



PARIS

Organisation de Coopération et de Développement Economiques
Organisation for Economic Co-operation and Development

OLIS : 22-May-1998
Dist. : 25-May-1998

Or. Eng.

CENTRE FOR CO-OPERATION WITH NON-MEMBERS
STEEL COMMITTEE

Emerging Market Economy Forum

WORKSHOP ON STEEL TRADE ISSUES

PERSPECTIVES ON STEEL MARKETS AND TRADE
STATEMENT BY MR. RON SCHUSTER

The Workshop will be held in Paris on 27-28 May 1998.

Contact: Mr. Wolfgang Hübner, Head of DoT and the Steel Unit, STI;
tel.: (33 1) 45 24 91 32; fax: (33 1) 45 24 88 65;
Internet: Wolfgang.Hubner@oecd.org

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**WORKSHOP ON STEEL TRADE ISSUES
PERSPECTIVES ON STEEL MARKETS AND TRADE
STATEMENT BY RON SCHUSTER, DIRECTOR
GENERAL MOTORS WORLDWIDE PURCHASING - STEEL, UNITED STATES
PARIS, 27-28 MAY 1998**



A Global Purchaser of Steel

“As globalization becomes a business imperative, every year -- indeed, every quarter -- brings new challenges. But GM is ready for those challenges. Our focus on building quality products, competing globally, and hitting our financial targets will sustain the success of this company far into the future.”

— Jack Smith

14 April 1997

General Motors is changing - moving from a multinational corporation to one that integrates its global operations and rationalizes all vehicle design, engineering, manufacturing, and marketing resources and talents worldwide.

I have made global integration one of my own top priorities. We have to make more progress in global integration, and fast.

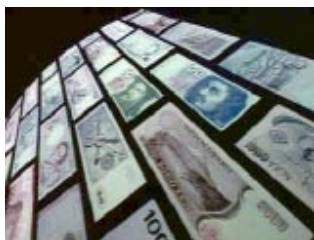
And we'll do it through aggressive pursuit of new market opportunities worldwide, resource leveraging, and development of an international team.

— Jack Smith

GM PURCHASING MISSION

To Globally Supply Required Direct and Indirect Materials, Machinery & Equipment, and Services That Provide More Value to Our Customer and Improve Customer Satisfaction Through Quality, Service, Technology, and Price.

GENERAL MOTORS



*General Motors Worldwide
Purchasing buys components and
systems for*

8.3 million vehicles

assembled in over

25 countries

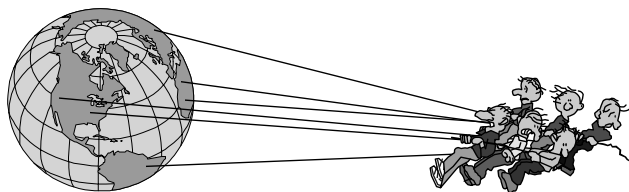
around the world.

GM OPERATES IN FOUR REGIONS

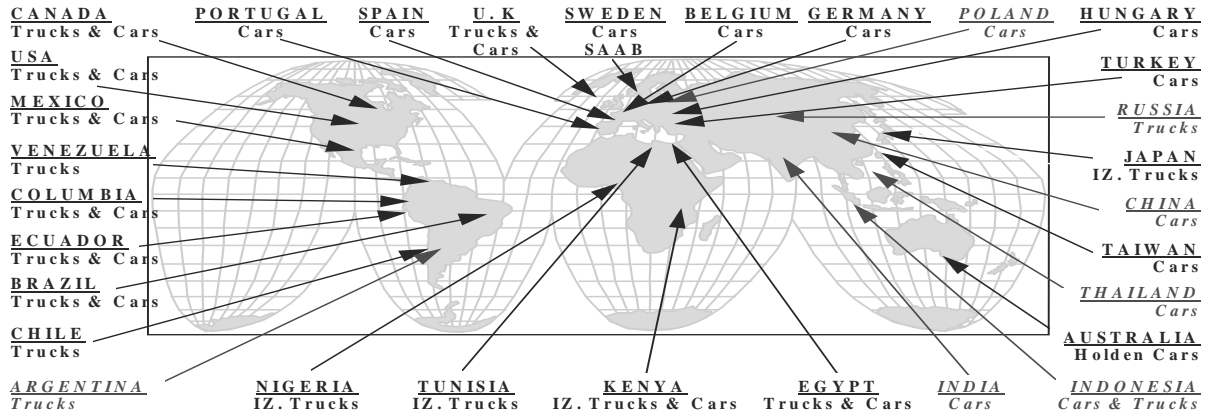


GLOBALIZATION

Steel Purchasing's *Strategic Role* in the Globalization of General Motors



GLOBAL SCOPE OF GM



- GM Vehicle Assembly Locations in Over 25 Countries
- GM Products Sold in 170 Countries in the World!
- Annual Volume of 8.3 Million Vehicles, 16% of Industry
- Material Budget - \$70 Billion

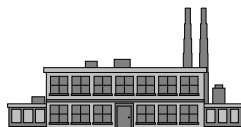
GM STEEL GLOBALLY

67 PLANT
LOCATIONS

APO	6
GME	10
LAO	3
NAO	53

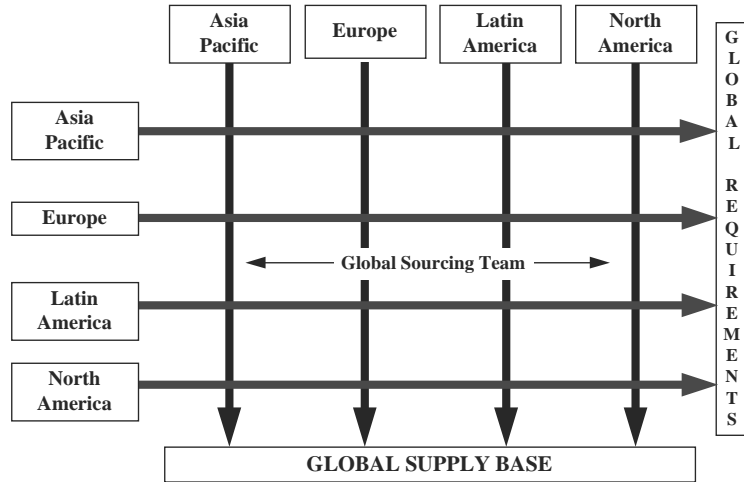


6.0 MILLION TONNES

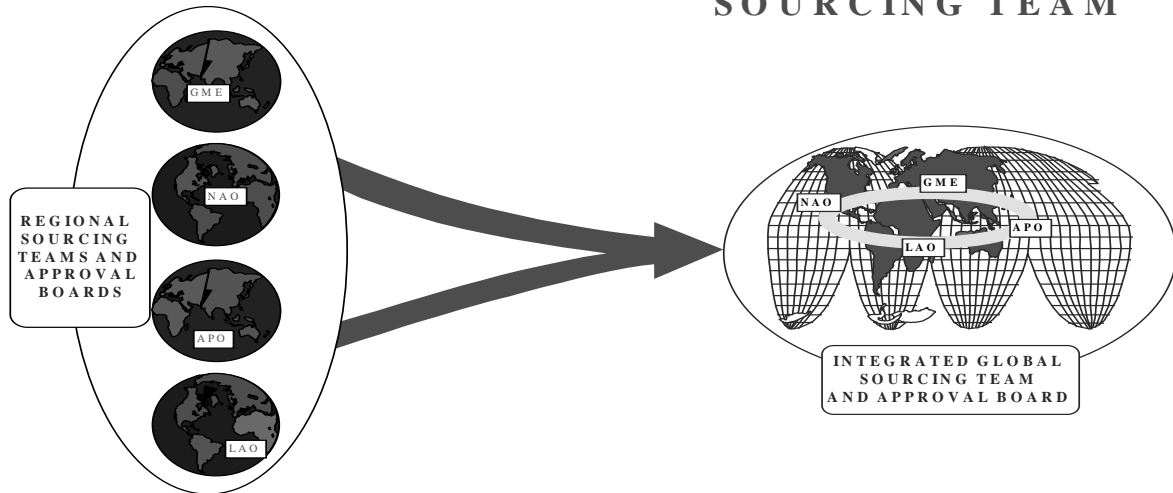


45 MAJOR SUPPLIERS

GM WORLDWIDE STEEL PURCHASING STRUCTURE

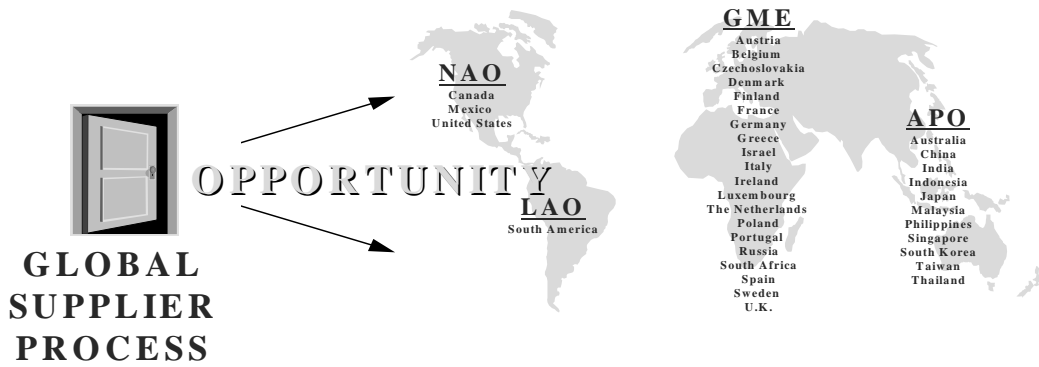


INTEGRATED GLOBAL STEEL SOURCING TEAM

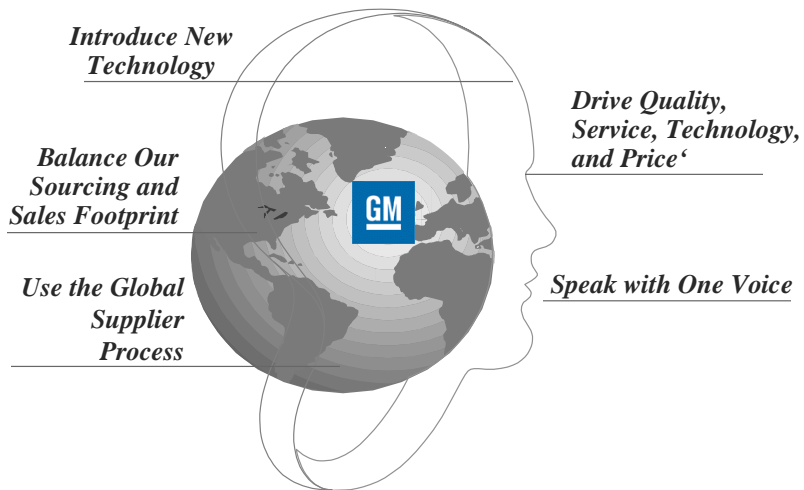


GENERAL MOTORS' STRATEGY

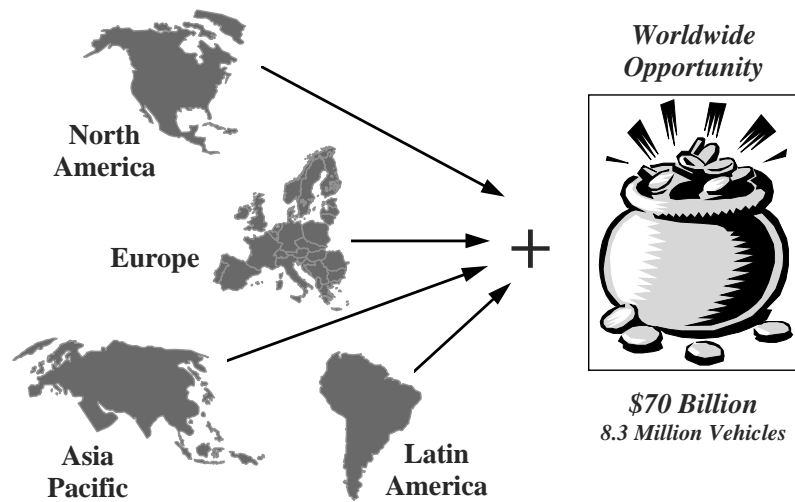
Risk



WWP GLOBAL STEEL STRATEGIES



GLOBAL OPPORTUNITY FOR SUPPLIERS



GM's VISION MOVING INTO THE NEXT CENTURY

- Competitiveness will continue to challenge our industry
- Expansion into emerging markets
- Increase of single point global engineering
- Global specifications
- Vehicle Platforms produced around the world
- Shorter vehicle life cycles
- "Need for Speed" in vehicle development
- Free movement of both product and technology between the regions of General Motors

