

Appendix 1: Suppliers in Supplier Parks

Automaker	VW Resende	GM Gravataí	Renault Sandouville
Models	New Beetle,	Corsa	Laguna, Velsatis, Espace
Start of production	1996	2000	2002
Employment: automaker / total (Ratio)¹	477/ 2118 (0.225)	1699/ 2441 (0.696)	6000 / 7000 (0.857)
Number of suppliers on site	7 (of which 5 under the same roof)	16	6
Chassis	Maxion (chassis) Remon (tire, wheel) ArvinMeritor (suspension, axles)	Goodyear (tire, wheel) Delphi (suspension, axle)	
Drivetrain/ electrical	Powertrain (powertrain)	Valeo (cooling) ArvinMeritor (exhaust) Arteb (lighting) TI Bundy (fuel line) IPA Soplast (fuel tank)	Lear (wiring harnesses)
Exterior	Delga (body shop) Carese (paint)	Santa Marina (glass) Polyprom (stampings)	
Interior	Siemens VDO (seat, cockpit)	Lear (seats, headliner) Siemens VDO (cockpit) Borsal-Gerobras (tool kit) Pelzer (plastic parts) Inylbra (carpet) Sogefi (air filter) FSM-Fanaupe (fastner)	Faurecia (seats) Sommer Allibert (instrument panels) Irausab (roof lining) Inoplast (wing, hatchback)
Services outsourced	Logistics	Personnel services (transport, cafeteria, site protection, and medical centre, recruitment and selection)	Logistics, Product development
Asset ownership by automakers	High: land, buildings, machinery and equipment, inventories owned by VW.	Low: Suppliers own land, buildings, machinery and equipment.	Medium: Renault owns buildings, meanwhile suppliers own machinery and equipment.

Sources: Sako (2003); Sako (2005)

¹ Employment Ratio = $\frac{\text{Total number of employees from the car manufacturers}}{\text{Total number of employees in the park}}$