

FROM STRATEGY TO EXECUTION

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2025 **WORLD'S MOST
ETHICAL
COMPANIES™**
ETHISPHERE
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GOODYEAR®

Goodyear's journey in Costa Rica

OUR ROADMAP

Growth, Transformation and Lessons Learned



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CS LATAM Summit | CamSCAT

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THE CENTRAL QUESTION

01 CONTEXT

A GBS center should be designed to transform, not only transact

01 PRESERVE

What knowledge can we not afford to lose?

02 STABILIZE

How do we migrate without harming operations?

03 TRANSFORM

How do we create ownership and continuous improvement?

Our answer: protect the present first, then earn the right to reshape the future.

INNOVATION IS IN OUR DNA

01 HERITAGE

The operating model is another frontier for innovation

1839

1898

AUTOMOTIVE

EXTREME

SPACE

FUTURE



Vulcanization

Goodyear founded

Scale with mobility

Air, war and racing

Beyond Earth

Sustainable mobility

Charles Goodyear's discovery inspired the company name.



Frank Seiberling established the company in Akron.



Innovation supported the rise of the automobile.



Performance demanded reliability under pressure.



Goodyear supported Apollo missions and lunar mobility.



Innovation now includes materials, technology and footprint.



FROM PRODUCT INNOVATION TO MODEL INNOVATION

01 HERITAGE

The same mindset, applied to how work creates value



Costa Rica became a new chapter in how Goodyear innovates through people, services and execution.

WHY COSTA RICA?

02 LOCATION

We were selecting a culture, not only a location

TALENT POOL

High caliber, educated, bilingual and capable of growing into complex work.

CULTURAL FIT

Able to collaborate across borders and build trust.

PROBLEM-SOLVING MINDSET

Willing to question inefficiencies and challenge constructively.

TRANSFORMATION POTENTIAL

Prepared to become more than a delivery location.

THERE IS NO PERFECT REPORTING MODEL

03 DESIGN

Choose the trade-offs you are prepared to govern

SITE-LED

HYBRID

FUNCTION-LED



LOCAL IDENTITY

Fast coordination
Strong site community
Risk: functional distance

BALANCED DESIGN

Functional continuity
Local engagement
Need: explicit governance

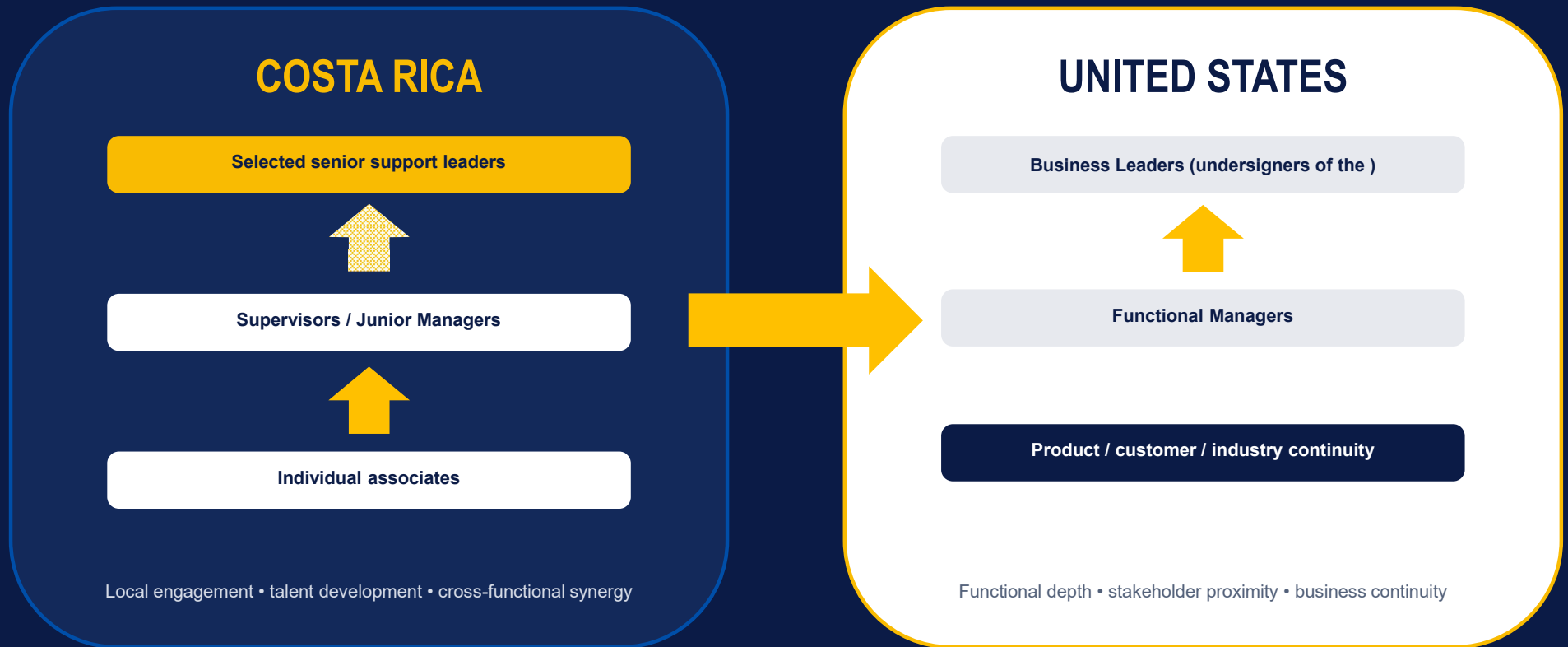
FUNCTIONAL DEPTH

Direct expertise
Strong global links
Risk: fragmented center

DESIGN AROUND THE KNOWLEDGE YOU CANNOT LOSE

03 DESIGN

Our hybrid model protected continuity while creating local strength



STABILIZE BEFORE YOU TRANSFORM

04 MIGRATION

First understand why the process exists, then improve it



Smooth transition from current to future process design.

THE MIGRATION IS NOT COMPLETE WHEN THE TASK MOVES

04 OWNERSHIP

Completion is operational. Ownership is transformational.

TASK TRANSFER

Follow the procedure

Complete the activity

Escalate exceptions

Protect the current method

Measure effort



PROCESS OWNERSHIP

Understand the business outcome

Own the KPI and the customer impact

Diagnose causes and propose solutions

Challenge inefficiency with evidence

Measure value and reliability

A CENTER NEEDS ITS OWN STRATEGIC IDENTITY

05 FRAMEWORK

One global company, with a clear local contribution

VISION

To be the Partner of Choice in delivering the present and shaping the future

MISSION

Enable Goodyear to regain the No. 1 market position

People first

OneTeam

Customer focus

Do the right thing

Impact through innovation

Diverse thinking

Strategic identity connects functional teams to one local purpose.

FOUR PILLARS TURN PURPOSE INTO ACTION

05 FRAMEWORK

Every pillar answers a practical operating question

01

PEOPLE & CULTURE

Do we have the talent, leadership and environment to sustain growth?

02

GROWTH & EXPANSION

Can we land new work without compromising current delivery?

03

OPERATIONAL EXCELLENCE

Are we mastering, measuring and improving the process?

04

PARTNER ENGAGEMENT

Do stakeholders see the center as a strategic partner?

HIGH PERFORMANCE IS A SET OF DISCIPLINES

05 TEAMS

Talent creates potential. Team practices make performance repeatable.

ALIGNMENT

Common purpose
Clear goals
Shared norms

CAPABILITY

Complementary skills
Role flexibility
Effective problem solving

BEHAVIOR

Trust and full
communication
Shared accountability
Consistent discipline

High energy + clear focus + trust + shared responsibility

WHAT GAVE THE JOURNEY MOMENTUM

06 LESSONS

The decisions that created a strong starting position

01

PROJECT

Excellent planning and a highly skilled project team

02

PLACE

A strong office-location decision

03

POTENTIAL

High-potential hires entering first or early leadership experiences

Hiring for potential is a long-term investment, but it raises the bar for onboarding, coaching and development.

WHAT WE WOULD APPROACH DIFFERENTLY

06 LESSONS

Lessons matter only when they change the next decision

CULTURAL ALIGNMENT

WHAT HAPPENED

Recruitment vendor was not given the company cultural aspects to find associates aligned to the desired culture.

NEXT DECISION

Assess cultural representation, not only speed, capacity and price.

MIGRATION LENGTH

WHAT HAPPENED

A lengthy migration created room for functions to reconsider participation.

NEXT DECISION

Create decision gates, sponsor commitments and escalation paths.

BUDGET NARRATIVE

WHAT HAPPENED

A perception of restricted budgets affected how the center's possibilities were interpreted.

NEXT DECISION

Communicate investment principles and ambition explicitly.

SIX QUESTIONS TO TAKE BACK TO YOUR ORGANIZATION

06 CLOSE

A practical checklist for opening or adjusting your GBS model

01 What knowledge can you not afford to lose?

02 Does your reporting model support expertise and site identity?

03 Are you transforming before fully understanding the process?

04 What does ownership look like in observable behaviors?

05 How will ideas consistently become executed improvements?

06 Which assumptions about culture, talent or budget need testing?

THANK YOU

**Strategy establishes the destination.
Culture and execution determine whether we arrive.**

Q&A

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