

# Winning is winning

In order to have a good team, everybody has to have his or her mind on the same goal: winning.

"Our brand, what we are, what we're known for...when your job is running races, the goal is to win," says **Bud Denker, Executive VP of Penske Performance, Penske Automotive Group and Senior VP of the Penske Corporation**, in this interview with WOBI. "It's the same as with any other company." Penske Corporation is a US transport conglomerate that operates in several different segments, from the retail market to truck leasing, machinery logistics and auto parts manufacturing, as well as taking part in professional auto racing. Renowned for its performance in the IndyCar and Nascar events, the company currently bills US\$ 19 billion a year and operates in more than 11,800 cities worldwide. It has a payroll of 361,800 employees, 400 of whom work in the Penske Racing business unit. "Racing is the backbone of the company," says Denker. "We run 90 times a year and win 15 percent of the competitions we enter."



## How do you maintain a single culture in such a big conglomerate?

Between November and February (when there are no races) we meet with our employees and partners—the team, the most important capital we have. And while the drivers walk away with the glory, the ones who are behind the

scene collaborate to ensure their success. We all form part of a team: even the truck drivers in other areas of business, the employees who load merchandise, the sales people and managers.

## Which company values are non-negotiable?

Credibility, integrity, trust, the capacity for teamwork, multi-tasking management. We focus on sharing the same goal: winning. If people have that goal in mind and are capable of hard work, of doing more than necessary...those are the values and qualities we're looking for.

## Do the drivers take part in the vehicle design process?

They're involved in decision-making. They're the ones who have a feel for the kind of car they want. There are 40 engineers that work on simulation and model design with them. But the drivers also need to depend on them, trust them.

## And how do you build that kind of trust?

By understanding our main shared value: winning. If you're properly prepared, you create your own luck. We're hooked on details: the car has to shine and our sponsors' logos have to be properly positioned. How we look, how we present ourselves, the message we transmit, all of that matters. That's how we are: perfectionists. ▽

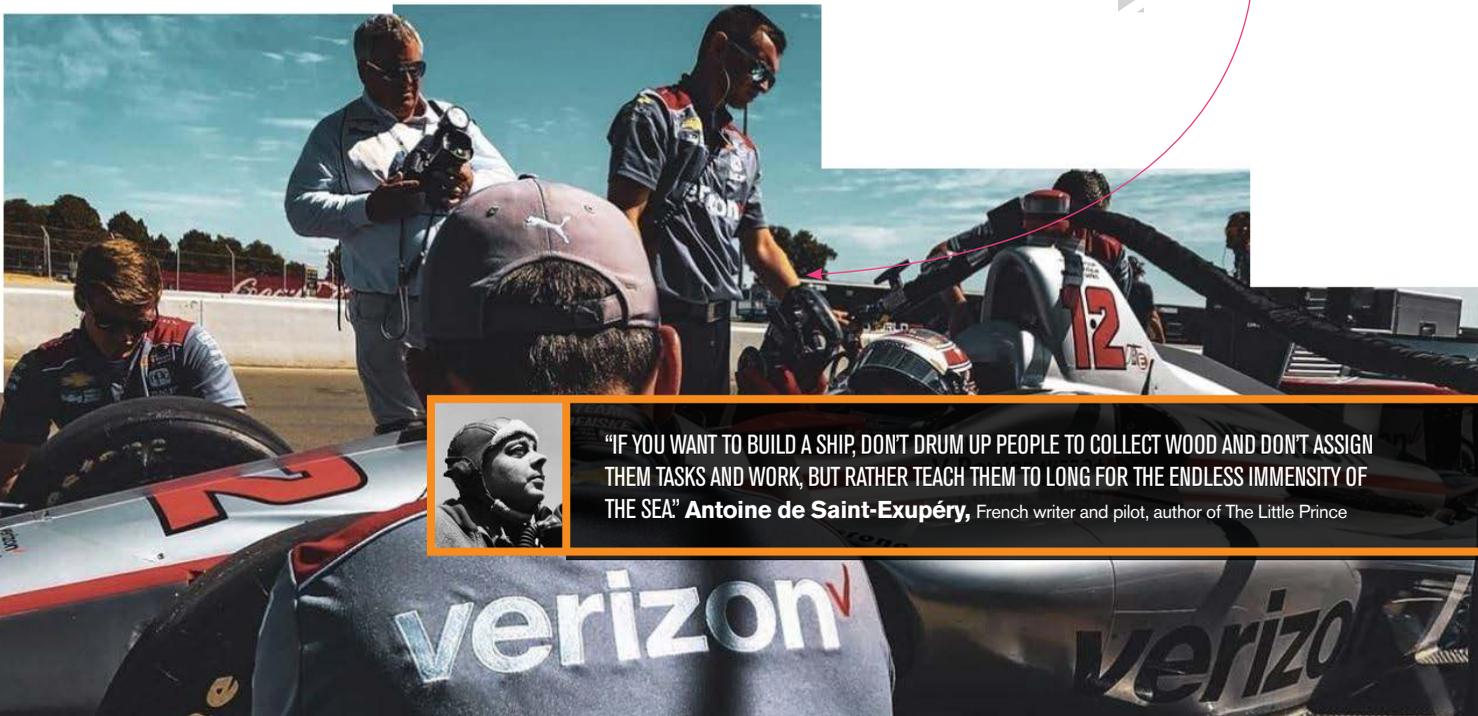
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## WINNER

**WILL POWER** is an Australian race driver. Over the course of his career—he began when he was 8 years old—he has garnered countless victories in a variety of classifications, including the Champ Car World Series, IndyCar Series, and the Indianapolis 500, among many others.

"I think the IndyCar is the top series in the world, because it's run on three tracks: short oval, high-speed tracks and urban circuits. No other classification is so complete.

I enjoy competing, the hard work that goes into winning, not only as an individual race driver but also as a team: creating the car, doing all of the necessary testing, even the physical preparation that I do as a driver, and the mental training."



"IF YOU WANT TO BUILD A SHIP, DON'T DRUM UP PEOPLE TO COLLECT WOOD AND DON'T ASSIGN THEM TASKS AND WORK, BUT RATHER TEACH THEM TO LONG FOR THE ENDLESS IMMENSITY OF THE SEA" **Antoine de Saint-Exupéry**, French writer and pilot, author of *The Little Prince*