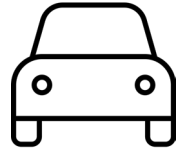


Digitization requires company to focus more on developing digital services



Strategic directions

Always fresh



Cut the string



Smart simplicity



Touch the customer



Strategic Challenge

- Development of an operating model to ensure **affordability of the increasing project portfolio** while keeping resource utilization constant (approx. 2000 engineers).
- Strengthening the **central responsibility of vehicle development** with extensive overall vehicle expertise by focusing the target organization on the vital core value streams.
- Development of the necessary **framework** for the successful implementation of the organizational concept

Results & Impact

- Definition of **op model setup** for total vehicle development enabling **25% engineering efficiency leap**
- Setting up **next generation PDP** for the digital age as “north star” to **halve lead times**

Levers & Building Blocks

- **Value-stream organization and simplified governance**
- **Centralized testing**
- **Multi-program product planning**
- **Target setting and approval in “one hand”**
- **Multi-speed development of SW, E/E and HW and continuous integration**