**Digitalization and Climate Change: Herbert Diess Weighs In**

**Talks in Brussels and Berlin: The CEO calls for more courage and speed**

Digitalization, the associated transformation of Volkswagen into a software-driven automotive company, as well as climate change and the consequences for Volkswagen: These were the big issues that Herbert Diess focused on in important talks in Berlin and Brussels, and after his visit to the World Economic Forum in Davos. Here 360° provides a summary.

**What Diess had to say at the meeting of the Group’s top-level management in Berlin:**

Volkswagen needs to move considerably quicker in its transformation into a software-driven automotive company, said the CEO. The company is currently right in the middle of the two biggest transformation processes. These are climate change and the associated pressure to develop innovations in emission-free driving, and digitalization, which will fundamentally change the car as a product. So far, Volkswagen has performed well. "However, the real challenge is only just beginning," said the CEO, stressing that Volkswagen must become a digital tech company. “The big question is: are we fast enough?”

If the company continues at the current pace, he says time will be “very tight.” The Group has extensive technical expertise, a top leadership team, and the resources to make transformation happen, says Diess: “What we are missing more than anything is speed and the courage to make bold and radical changes when necessary. We need a shared understanding of the radical nature of change.”

**What Diess had to say at the Group’s New Year reception in Brussels:**

The CEO reiterated that electric mobility is the only way to meet the Paris climate goals by 2050. The keys for Europe’s future path are the expansion of its charging network and the development of clean electricity. To make this happen, the EU states need binding plans for the expansion of charging infrastructure. Only if there are enough charging points will customers be won over to electric cars. In addition, Diess emphasized that the makeup of electricity sources in Europe needs to change – from coal to hydroelectric and solar power.

**Herbert Diess with Qif Scholz: The finance minister of Germany’s federal state talks with the top-level management in Berlin.**

**Energetic: Herbert Diess calls for faster transformation in the Volkswagen Group.**

**Herbert Diess with Oliver Bierhoff: The business manager of the German national soccer team spoke with top-level management.**

**Good Ideas by Employees Save Millions**

A healthy balance: The Volkswagen brand has saved around €30 million in the past year thanks to good ideas from employees at its German sites. 24,720 suggestions for improvements were submitted to ideas Management.

**Family Day: Apply Now!**

Employees who are musicians, dancers or magicians in their spare time can now apply to perform on Family Day at the Wolfsburg plant. This will take place from 11 a.m. to 5 p.m. on Saturday, June 20.

**G3 Series: New Manager**

Markus Kleimann is the new manager for the G3 Series (mid-/full size) for the Passat and the Touareg. In an interview with 360°, he talks about his first impressions of the team and more.
Coronavirus: Volkswagen Protects Its Employees in China

Volkswagen is doing all it can to address the challenges that the coronavirus outbreak in China involves: Measures to protect the health and safety of employees are being introduced everywhere – from Group Security, Logistics, HR and Procurement to Air Service, Healthcare, Global Assignments and Volkswagen Group China. Volkswagen Group China and its brands, together with the joint ventures FAW Volkswagen and SAIC Volkswagen, have contributed the equivalent of €15.5 million to combating the coronavirus. The money will be used to provide aid supplies such as protective gear, medical devices, drugs and materials for hospitals in Hubei and other provinces.

Volkswagen Group China and the joint ventures donate

“Would like to express our deepest thanks to the dedicated and courageous people who are providing emergency aid. They have our full support,” said Stephan Wolfenstein, CEO of Volkswagen Group China. “For us in the Volkswagen Group, China is like a second home. In times like these, we must stick together and take all necessary measures.”

The support from Germany is strong too: A cross-divisional working group has been coordinating aid for China at the group headquarters in Wolfsburg ever since the coronavirus outbreak first came to light. The group includes representatives from Healthcare, Group Security, Air Service, Global Assignments, Communication and Volkswagen Group China. All these measures are geared towards protecting the health and safety of employees on the ground. That was also emphasized by Jens Pfitzinger, Executive Vice President of Volkswagen Group China: “We responded quickly to the spread of the virus and set up a taskforce team at VGC. On February 3, we introduced home-office working for the 3,500 employees at VGC headquarters in Beijing because of the coronavirus, and we have also suspended domestic and international business trips until further notice. At the same time, we boosted internal communication and communication with the joint ventures and brands in the region. Through the close collaboration with our partners, we are finding solutions for our employees across the whole region of China. Our team is doing everything it can to ensure a safe and healthy work environment for colleagues in China.”

Signatures: “Uschi” Knows Who’s Authorized

Directory in Volkswagen Net helps when there’s doubt

Approval commissions, applications, forms – but who’s authorized to sign them? The rules on internal authority to sign at Volkswagen are laid out in Company Directive 35 (Organisationsanweisung, DAJ 35). Hilfrid D. Werner, Member of the Board for Integrity and Legal Affairs: “Anyone signing a document without having the necessary authority to do so is committing a violation of the rules, and action will be taken against them in accordance with our guidelines. This applies in particular for approvals in one’s own interest.”

There are more than 60 different types of authority to sign at Volkswagen. And on top of that there are a further 25 types of second signatures. "Uschi" – the electronic signature register in Volkswagen Net – is there to ensure that no one runs the risk of signing something without authority. Via a search mask, anyone can look up what they are allowed to sign or request the necessary authorization. “Uschi” also helps you to find people in your own division who can, for example, approve a shipping instruction or a business trip request.

It is also worth having a look at the register of authorization types available in the company's electronic registration portal. The table shows in which instances it is necessary to get a second signature from another – or “neutral,” - manager – such as in requests to pay suppliers, where it is decisive that the requester and the approver are not the same person.

Take for example a scenario in which a manager wants to apply for a Bahncard 100 (unlimited rail travel in Germany). The manager has the authorization to approve expenses at this level. However, a manager wants to apply for a Bahncard ever since the coronavirus outbreak first came to light. The group includes representatives from Healthcare, Group Security, Air Service, Global Assignments, Communication and Volkswagen Group China. All these measures are geared towards protecting the health and safety of employees on the ground. That was also emphasized by Jens Pfitzinger, Executive Vice President of Volkswagen Group China: “We responded quickly to the spread of the virus and set up a taskforce team at VGC. On February 3, we introduced home-office working for the 3,500 employees at VGC headquarters in Beijing because of the coronavirus, and we have also suspended domestic and international business trips until further notice. At the same time, we boosted internal communication and communication with the joint ventures and brands in the region. Through the close collaboration with our partners, we are finding solutions for our employees across the whole region of China. Our team is doing everything it can to ensure a safe and healthy work environment for colleagues in China.”

It's the 360° Volkswagen App

The new employee app has already been available in the app stores of Apple, Google Play and Volkswagen for several months. It brings together a news and service world with lots of useful things relating to all aspects of day-to-day work. The latest news from the brands, locations and divisions is included, complete with push function. Access to the current canteen menus and to bus time-tables has been a huge hit.

More than 30,000 Users Already

New version now available with even more useful functions

The 360° Volkswagen App is gaining in popularity. More than 30,000 employees already have the app on their phones. The new version of the app (0.2.1) is now available – with useful new functions. To give one example: When you need to renew your plant ID card, you can simply order it via the app on your smartphone.

The new function was realized by the team at the Card Service Center Wolfsburg and the app team: “Employees at the Wolfsburg, Braunschweig, Kassel, Salzgitter, Emden and Hanover sites can now get their new plant ID cards even more quickly.” says Niko Meineke-Marquardt, Head of Plant Security and Fire Protection, Volkswagen Pirk, Head of Service Factory: “Our colleagues can simply upload a photo for their plant ID card when they’re at home, saving them a trip and a wait. The 360° Volkswagen app is playing a part in boosting employee attractiveness.”

The integration of the HR Advisory Center is another new feature: The app provides an easy way to get in contact with them. Johanna Frodl, Head of the HR Advisory Center: “With the 360° App, all employees can now easily reach us on their work or personal smartphones. This is one of the ways we are making HR simpler and more modern.”

Incidentally, the handy telephone function in the app is already indispensable for many: Simply enter the name of the person you want to talk to in the search function, tap the number, and call them right away. There is no longer any need for what was often a long search in the Volkswagen Telephone Book.

Of course, work on improving the 360° Volkswagen App is ongoing: The App Team led by Product Owner Dennis Belling is currently developing new features such as “For Sale & Wanted.” Belling: “I’m proud of our app because it’s made in Wolfsburg by Volkswagen.”
Sustainability Is an Award Criterion

360° interview: Stefan Sommer, Group Board Member for Components and Procurement, discusses the challenges facing his department in times of transition

Stefan Sommer (57) has been a Group Board Member for Components and Procurement since September 2018. Münster-born Stefan Sommer has been a Group Board Member since September 2018. Since last July, Volkswagen has been on the right track. We are facing two significant challenges here: On the one hand, we must become a provider of sustainable mobility options that doesn’t harm our environment. Our customers also expect us to provide new digital features and technologies in our products. I feel that the current transformation has been a part of the Volkswagen DNA for some time. More specifically, the key to the success of this transformation is the willingness – and by this I mean the willingness to drive this change. I have noticed this personal level in many conversations with our employees. Of course, there are still challenges we have to overcome, yet without our dedicated workforce, we would not have made so much headway already in achieving our goal.

Volkswagen is aiming to be CO₂-neutral by 2050. What action is Procurement taking to help achieve this aim? We are committed to the aims of the Paris Agreement, which means we want to be fully CO₂-neutral by 2050. We will also invest around 33 billion euros into electric mobility across the Group, of which 12 billion euros is earmarked exclusively for the Volkswagen ID. family. If we compare the emissions of e-cars vs vehicles with combustion engines, we believe, on balance, that it is much better to use an e-car. Admittedly, the supply chain has a different take on this due to the highly energy-intensive battery production processes, which is why we have to do everything we can to improve the supply chain in terms of ecological, social, and even economic aspects. It is important to remember here that although CO₂ is better than compensating for it, as CO₂ will be an ever-increasing cost factor to bear in mind.

So what does that mean, specifically? Since last July, Volkswagen has introduced sustainability as a mandatory award criterion for contracts with suppliers. This is expected to introduce renewable energy into the production of batteries. We will continue to introduce more requirements gradually over time, not least because our customers are always expecting us to deliver sustainability, safety, and a useful approach to returning batteries. These are all tasks we will have no problem handling as long as we continue to take the lead in coming to the e-mobility technology.

The transformation at Volkswagen has not been enthusiastically by everyone. Can you understand the concerns some suppliers have for the future? The transformation involves many challenges, that we are encountering not only in our vehicle manufacturing plants but also at Volkswagen Group Components. The future is only a scary place when you can’t see a clear path to it. Many of our suppliers have joined us on our transformation journey, even in situations where suppliers cannot see a way forward despite their best efforts, we will support them as best we can by discussing common objectives. This is only affecting a limited number of suppliers; however, we are well aware of our shared responsibility.

Volkswagen will require many batteries on the road to e-mobility. In fact, the entire industry is developing. What plan is Volkswagen pursuing? Volkswagen has been dealing with this topic for several years now across all areas of the business. One outcome is the founding of the Volkswagen Group Components, which is our center of excellence for battery systems as well as e-mobility. We are also developing a joint production venture with our Swedish partner, Northvolt. Providing our own battery cells is a milestone on the way to transitioning to e-mobility. Our job is to work towards technological advances as well as promoting the skills of our suppliers. We need consistent solutions across the Group to ensure as many brands as possible are working from the same page. That is why we are creating synergies across the Group along with the necessary scope to continue investing in the development of battery technologies.

New Responsibilities for Seitz and Antlitz

I mourn the change on the horizon: Audi Finance Manager Alexander Seitz will become a Member of the Finance Board at Volkswagen on March 1. He’ll be taking over from Arno Antlitz, who is moving to the Audi Group.

Alexander Seitz (57) is an economist and has been working at Volkswagen since 2005. He began his career at Daimler-Benz in 1987 before moving to Mercedes-Benz do Brasil in 1995. Five years later, Alexander held executive positions in Procurement at DaimlerChrysler in the US. He then headed up Group-wide Procurement for drive systems at Volkswagen. From 2008, he was part of the executive management of Volkswagen do Brasil, and in 2013 he was appointed Vice President of the Chinese joint venture, SAIC Volkswagen. In December of 2015, he joined the Board of Management with responsibility for Finance at Audi in 2017.

Arno Antlitz (49) is a postgraduate industrial engineer and has been responsible for Procurement, Controlling, and Accounting as a Member of the Managing Board of Volkswagen since 2010. Since 2018, he has also been responsible for Brand Management for North America. He began his career with the consulting firm McKinsey in 1999. After moving to Volkswagen in 2004, Arno was made responsible for global product controlling for the brand the following year.

Efficiency Afforded by Versatile Modular Dashboard

Staff at the technical development pre-series center have installed 800 items into different vehicles – positive feedback

This is the idea behind the modular dashboard, which works in accordance with the construction kit principle and ensures greater efficiency when developing test platforms. Since 2018, more than 800 of these variable dashboards have been installed in vastly different vehicles at the technical development pre-series center, which has led to considerable savings. The feedback from the departments testing them has also been positive.

The device construction and front section team is facing the challenge of having to tackle a growing wealth of projects and variants. “Until recently, we used the dashboards from standard vehicles for the test platforms, each of which had to be adapted individually to the different hood geometries in a very labor-intensive and expensive process,” explains Jens Wochau. Together with his colleagues Uwe Korhbm, Olaf Bernhard, and Christian Wochou, he has been working on the idea of developing a construction kit for test platforms since as early as 2014. Sights were set on the dashboard because it had the potential to make large parts of the dashboard standard. New technologies can be tested in public with the test platforms without leaking information about future innovations and design features. “Our basic construction kit is made up of seven individually manufactured basic components,” explains Uwe Korhbm. “These can be easily adapted to the respective hood variants by means of an automated trimming process, which is why no new tools are required.” The team presented the concept as an idea for improvement in 2017. Since 2018, the modular dashboard has been used successfully and has since been accepted as an idea for improvement. As it varies in length, height, and width, it is suitable for various modular transverse toolkits (MJB) and modular electric-drive toolkit (MEB) vehicles. It has even been used in commercial vehicles such as the ID. BUZZ.

One advantage, in addition to the considerable cost reduction, is the simplified testing process. “The modular dashboard can be easily removed and reinstated,” explains Jens Wochau. The construction kit system has been a huge hit with the designers. Members of Idea Management were impressed by the diversity and camaraderie of the technical development department during the development phase. Another advantage is that a lot of work that previously had to be subcontracted can now be carried out in-house. The innovation from the technical development pre-series center has also created a buzz across the Group, with Audi and Skoda already enjoying the benefits of the modular dashboard. Even the developers at Seat have expressed an interest in the efficient construction kit.

“This idea for improvement is once again proof that our staff have an enormous amount of potential to come up with amazing ideas. This should be promoted and utilized as quickly as possible to generate the best possible results. In this case, it can even be used across the Group,” says Thorsten Jenetke, Head of Idea Management.

Christian Spell, Works Council

“Sustainability is an AwardCriterion”

“360° interview: Stefan Sommer, Group Board Member for Components and Procurement, discusses the challenges facing his department in times of transition.”

February 2020
Companies for Autonomous Driving Founded

Volkswagen has founded Volkswagen Autonomy (VWAT) in Germany, with locations in Munich and Wolfsburg. A further VWAT company will be based in Silicon Valley in the US. A further site is expected to be set up in China in 2023. As an expertise center for autonomous drivers from Level 4, VWAT is closely involved in the process, and job sharing in Rent to Triton was a logical next step. “Volkswagen is launching the largest electric offensive in the automotive industry with the ID.3. What does this e-offensive mean for Group After Sales? 360° caught up with Sascha Reys (45) – Head of E-Mobility After Sales in Kassel.”

Rent Shares to Go to Triton

The Executive Board and Supervisory Board have approved the sale of the 56 percent stake Volkswagen has in large gear manufacturer Renk, with the 24.5 million shares going to Triton. The purchase price for the Volkswagen subsidiary, whose head office is in Augsburg, is 97.80 euros per share sold. The planned sale will result in a book value gain of around 530 million euros. With the sale going through, Triton’s head office in Augsburg, with the location and employment guarantee, is in line to become part of the Triton Group. The lead manager will put together a development team for their component construction kit, which will comprise employees from across the entire Group. This team will then work as a “general developer” for all brands, to avoid duplicating work and restricting the amount of variations. The participants had intensive discussions during the event in the Räderhalle about standardising methods, processes, and tools. In the month to come, a roadmap is expected to be produced for the component construction kits with clear test specifications and simple procedures. This is where C-columns, bumpers, tailgates, trims, brackets, and much more besides all come to life. The reason for this is that new prototype parts can be printed much quicker and much more cost-effectively using a 3D printer, particularly as there is no need to buy any tools or molds in advance.

3D printing technology is primarily used for plastic parts in the prototype construction phase of pre-series development. This is where C-columns, bumpers, tailgates, trims, brackets, and much more besides all come to life. The reason for this is that new prototype parts can be printed much quicker and much more cost-effectively using a 3D printer, particularly as there is no need to buy any tools or molds in advance. Said that, it is not yet economically viable to produce metal components for series production, as it takes quite some time to print these in 3D – 12 days, in fact. For a T6 Van, for example, 3D printed components also help to cut down on weight. Mechanical engineer Sascha Reys explains: “We have a wheel mount that is 49 percent lighter than usual as a result of being 3D printed. This is already a pioneering step in itself, but Hartmann and his 3D printing network believe this is still plenty more to achieve. “Part of the art involves finding the right applications,” he explains.

41 Lead Managers: Finding Solutions Together

Experts across the Group assemble development teams for component construction kits

The time is now: The Technical Development department has established staffing conditions to ensure that developments based on the “One for All” principle can start in the Best Performance Engineering Program. As lead managers have been appointed and brought together for the first Lead Engineers Convention in the Räderhalle manufacturing hall in the Technical Development division in Wolfsburg. As part of the Group strategy Together 2025, Best Performance Engineering aims to combine and better utilise the development resources across the Group. The new lead managers will be responsible for the technology strategy and modular development of component construction kits. Oliver Brennese from Volkswagen will take on the air conditioning component construction kits, Stephan Meyer from Audi e-tron, and Donatus Neudeck from Porzellan will take on the hybrid systems.

Today’s cars already feature a number of 3D-printed parts, from the cell phone holder and seatback housing in the T6 to traffic paddles in police vehicles. Even show cars contain parts straight off the 3D printer, Volkswagen has been making use of 3D printing technology for 24 years now, and its range of applications continues to grow. Together with his team from the Group Innovation division – formerly known as Group Research – in Wolfsburg, Ingo Hartmann is the man who pulls everything together. He makes sure that all the important knowledge relating to 3D printing is shared across the company. The bulk for this information is a well-maintained page on the Group Wiki and the Group technology circle.

Around 300 employees from across the Group are involved in the 3D printing community. Of these, up to 100 experts get together in Wolfsburg three times a year to stay up to date with the latest manufacturers, applications, and processes and product innovations. Ingo built this network up from scratch: “Our aim is to make it easy for any employee interested in 3D printing to get involved in this side of our work.” Sharing information is one aspect of the role, while research is the other: “We also want to look at how we can really make the most of 3D printing in our development and series production processes.”

Successful applications for Bugatti

Bugatti is making excellent use of 3D printing technology in its front differential case and clutch housing in its series production. Other global projects are already underway at companies including Scania, Bentley, and Volkswagen Group of America. 3D printing technology is primarily used for plastic parts in the prototype construction phase of pre-series development. This is where C-columns, bumpers, tailgates, trims, brackets, and much more besides all come to life. The reason for this is that new prototype parts can be printed much quicker and much more cost-effectively using a 3D printer, particularly as there is no need to buy any tools or molds in advance. Said that, it is not yet economically viable to produce metal components for series production, as it takes quite some time to print these in 3D – 12 days, in fact. For a T6 Van, for example, 3D printed components also help to cut down on weight. Mechanical engineer Sascha Reys explains: “We have a wheel mount that is 49 percent lighter than usual as a result of being 3D printed. This is already a pioneering step in itself, but Hartmann and his 3D printing network believe this is still plenty more to achieve. “Part of the art involves finding the right applications,” he explains.

3D-printed components also help to cut down on weight. Mechanical engineer Sascha Reys explains: “We have a wheel mount that is 49 percent lighter than usual as a result of being 3D printed. This is already a pioneering step in itself, but Hartmann and his 3D printing network believe this is still plenty more to achieve. “Part of the art involves finding the right applications,” he explains.

3D printing technology is primarily used for plastic parts in the prototype construction phase of pre-series development. This is where C-columns, bumpers, tailgates, trims, brackets, and much more besides all come to life. The reason for this is that new prototype parts can be printed much quicker and much more cost-effectively using a 3D printer, particularly as there is no need to buy any tools or molds in advance. Said that, it is not yet economically viable to produce metal components for series production, as it takes quite some time to print these in 3D – 12 days, in fact. For a T6 Van, for example, 3D printed components also help to cut down on weight. Mechanical engineer Sascha Reys explains: “We have a wheel mount that is 49 percent lighter than usual as a result of being 3D printed. This is already a pioneering step in itself, but Hartmann and his 3D printing network believe this is still plenty more to achieve. “Part of the art involves finding the right applications,” he explains.
What is the mood? How is the Mood Barometer being refined? Group Chief Human Resources Officer Gunnar Kilian and Group Works Council Chair Bernd Osterloh discussed these and other questions about the 2019 Mood Barometer during a talk broadcast live on 360° Volkswagen Net. The questions came directly from the workforce. The talk was hosted by Jesko Giessen (Internal Communications).

Stressing the importance of the survey, Kilian said, “The Mood Barometer enables us to learn about and be in a position to respond to the needs of our workforce.” Osterloh also rates the Mood Barometer positively overall, saying, “The benefits of the survey are increasing because now more than ever the findings are being discussed among teams. So it’s important that colleagues then work with supervisors to tackle existing problems.”

In terms of the transformation the automotive industry is undergoing and the challenges this brings for the workforce, Kilian and Osterloh seemed pleased with the findings of the survey. The workforce has recognized the Group’s improvements in terms of integrity. Says Kilian, “Compliance with rules has to be an integral element of our culture. Larry Thompson, the Compliance Monitor, is helping us along the way. He highlighted weak points.”

There was a great deal of agreement on the question of who bears responsibility for implementing the measures developed on the basis of the Mood Barometer. Kilian says, “We are calling on both managers and the workforce to work together toward making improvements for their teams.” Osterloh says, “If colleagues are looking for change, managers need to step up and help.”

Speaking about the future of the Mood Barometer, Kilian says, “We are constantly working to improve our survey. In future, we need to take advantage of even more digital tools to publish the findings even quicker. We also have additional surveys in the pipeline: rapid mood tests we can use to quickly respond to current events.”
Interview with Thorsten Nicklass

One year on from the founding of Volkswagen’s green energy subsidiary: 360° index at the CEO

Thorsten Nicklass

What did you focus on during the first year? It was the foundation and managing a number of things all at once. We’re in a position to deliver electricity from renewable energy sources.

Wall boxes will be available Group-wide in 2020, and the ID 3 is our test platform.

But how do you get focus during the first year? We had the foundation and then we needed to manage a number of things all at once. We’re in a position to deliver electricity from renewable energy sources.

Meet Elli

Elli is short for Electric Life. The idea for the “Elli” concept was born around a year ago in Berlin, where the real estate was being transformed into an electrically driven home. It was around this time that we started to talk in detail about the future of energy supply and consumption.

Elli is a start-up in the energy world. The company has set itself ambitious targets to reduce its vehicles’ CO2 emissions by 2050.

Elli is working on expanding its portfolio of services to include charging stations and smart charging solutions.

“Modernizing our power plants and converting them from coal to natural gas is a significant contribution to reducing Volkswagen’s footprint as well as to the overall carbon footprint.

Wolfsburg Power Plant Renovation: Heat Recovery Boiler Delivered

Conversion from coal to natural gas: a large flared component weighs up to 260 metric tons on the ship.

Herbert Diess on the Energy Revolution:

“The carbon footprint of a car is only as clean as the electricity used to power it. Volkswagen is making a clear statement about the importance of decarbonization.

The Volkswagen Group has made a commitment to converting its entire fleet of vehicles to electrification by 2025.

A future-focused power plant is essential.

The carbon footprint of a car is only as clean as the electricity used to power it. Volkswagen is making a clear statement about the importance of decarbonization.

The Volkswagen Group has made a commitment to converting its entire fleet of vehicles to electrification by 2025.

A future-focused power plant is essential.

The carbon footprint of a car is only as clean as the electricity used to power it. Volkswagen is making a clear statement about the importance of decarbonization.

The Volkswagen Group has made a commitment to converting its entire fleet of vehicles to electrification by 2025.

A future-focused power plant is essential.

The carbon footprint of a car is only as clean as the electricity used to power it. Volkswagen is making a clear statement about the importance of decarbonization.

The Volkswagen Group has made a commitment to converting its entire fleet of vehicles to electrification by 2025.

A future-focused power plant is essential.

The carbon footprint of a car is only as clean as the electricity used to power it. Volkswagen is making a clear statement about the importance of decarbonization.

The Volkswagen Group has made a commitment to converting its entire fleet of vehicles to electrification by 2025.

A future-focused power plant is essential.

The carbon footprint of a car is only as clean as the electricity used to power it. Volkswagen is making a clear statement about the importance of decarbonization.

The Volkswagen Group has made a commitment to converting its entire fleet of vehicles to electrification by 2025.

A future-focused power plant is essential.

The carbon footprint of a car is only as clean as the electricity used to power it. Volkswagen is making a clear statement about the importance of decarbonization.

The Volkswagen Group has made a commitment to converting its entire fleet of vehicles to electrification by 2025.

A future-focused power plant is essential.

The carbon footprint of a car is only as clean as the electricity used to power it. Volkswagen is making a clear statement about the importance of decarbonization.

The Volkswagen Group has made a commitment to converting its entire fleet of vehicles to electrification by 2025.

A future-focused power plant is essential.

The carbon footprint of a car is only as clean as the electricity used to power it. Volkswagen is making a clear statement about the importance of decarbonization.

The Volkswagen Group has made a commitment to converting its entire fleet of vehicles to electrification by 2025.

A future-focused power plant is essential.
A super start for Jetta: no new vehicle brand has ever succeeded in China before. ‘360° spoke with Harald Müller.

Here’s what the brand CEO had to say about the fascination with Jetta, the brand’s electrification plans and what customers in China now expect.

Why Jetta is fascinating customers

Jürgen Unser and André Stoffels open up about what it’s like working for the Volkswagen Group in China. One has worked at FAW-Volkswagen in Changchun for many years, while the other came to FAW-Volkswagen in China from Ducati in Italy.

Mr. Stoffels, what moved you to take the job in Changchun?

Stoffels: I’ve been interested in China for a long time now, both as a key market as well as a leading market for new technology. My hope is to develop personally as a manager in this exciting environment and transfer my own contribution to expanding our Group’s position as a market leader.

Mr. Unser, what did you know about China and Changchun before you took the job there?

Unser: As Head of Group Production Strategy and Planning, I had been involved in planning discussions with the Chinese market. I succeeded in introducing our Group production system to Changchun in cooperation with FAW-Volkswagen. When I arrived in Changchun in 2012, China was already a country undergoing rapid change. My first impression of Changchun was a city with chaotic traffic and accommodations that took some getting used to, but extremely amiable people.

What did you do to bone up on your knowledge of China and Changchun before you made the move?

Stoffels: I did a lot of research in books and online. I also used a couple of internal media channels provided through Volkswagen and Audi. I recommended the website created by PSA and their partners https://www.go-to-changchun.de/ (German only). It offers a realistic look at Changchun and provides useful tips about the city. In addition, I’d like to mention the intercultural training that gave me and my wife many details about our Chinese partners and practical tips for living in Changchun.

So it’s possible to have a good life in Changchun as an expat?

Unser: The local government, Audi, Volkswagen and FAW-Volkswagen have done a lot to make life for FSES and their families in Changchun more attractive. There are concerts and events, a modern German and international school system, an outdoor swimming pool and an excellent playground for our children. The people of Changchun are extremely warm and welcoming, and interested in interacting with us foreigners. The food is amazing, it’s international and highly varied – it couldn’t be better.

Living and Working in Changchun

Working for Volkswagen in China: Jürgen Unser and André Stoffels talk about their experiences

Here’s what the brand CEO has to say about the fascination with Jetta, the brand’s electrification plans and what customers in China now expect.

What customers now expect from the brand

Initial analyses show that our high-quality image and sophisticated vehicle technology have persuaded a particularly large number of customers to buy a Jetta. The ranks of new Jetta drivers have given us the feedback we need to be able to act more courageously and unconditionally when designing the interior in future. And we want to attract more young buyers to purchase our products in future. For example, we’re focusing on connectivity solutions that are specially designed for China in China.

What’s next for Jetta

The brand currently offers two vehicles, a sedan and an SUV. But that won’t be the case for long. We are currently in the early design and development phase for an additional model built using our SUV platform. This vehicle is particularly designed around the needs of young families. The transition away from the one-child policy in China presents major potential for another SUV model.

Here’s what I can reveal about the new SUV at this point: the initial design studies are very promising. E-mobility will also be important for Jetta in future, especially in terms of the long-term success of the brand. In addition to working on a new model, we are currently focusing on expanding our network of dealerships in China and the successful launch of our top model, the V5.

New Brand: Jetta on the Fast Track

Brand CEO Harald Müller on succeeding in China – and how the young brand will continue to capitalize on that success

Unser 2019, Jürgen Unser served as Technical Vice President at FAW-Volkswagen Automotive for seven years, where he was responsible for technical development, product management, and production and logistics. Prior to that, he was in charge of Audi production abroad, responsible for Group production planning and strategy and production and enterprise systems at Audi for three-and-a-half years.

André Stoffels has served as First Vice President Finance at FAW-Volkswagen Automotive since April 2019. Prior to taking up the post, he served as CFO at both Ducati and Volkswagen Group Spain, and was in charge of the Strategy and Corporate Planning department at Audi AG.

Automatically you yourself and your family in the export community, and take the opportunity to make international friends for life. Make sure your partner is involved in the decision. It’s worth it to put your heart and soul into the success of the joint venture here every single day.
1. SPEED+ Award
The latest round of the SPEED+ Awards saw employees from all of the China region plants participate (VWATJ, Volkswagen Automatic Transmission Tianjin) and VWATD, Volkswagen Automatic Transmission Dalian) who have previously competed for the award with their teams the past two years.

VWATJ managed to take third place in 2018 in the tools category, with VWATD also winning third place in the assembly efficiency category. Now all of the other companies (VWFP, VWED, VWIFS, WEPP and SITECH Dongcheng) are entering the fray to compete for the energy efficiency award, bringing the total number of plants competing for gold, silver, and bronze to 29. Among these colleagues will hold a VWC C-P (Volkswagen Group China (VGC), Components, Logistics & QA) workshop following each plant tour to take advantage of expertise across companies. This allows all participating companies from the China region to exchange suggestions for optimization. The SPEED+ Award is an excellent opportunity for each location to network and grow together.

2. HRCs
Often, flexible human-robot collaborations (HRCs) have been set up, programmed, and commissioned as a joint project by the HRC teams at the engine plant at SAIC Volkswagen China. This allows HRCs to replace manual connections and parts access and loading. Using HRCs the rate of fix or pass for the connection has increased. More HRCs are being planned.

3. Product SOPs
Important milestones: last June, FAW-VW’s colleagues celebrated the SOP for the MQB PHEV/BEV HVB and the first SOP for MQB PHEV/BEV HVB from Kassel to Polkowice will work to develop a Supervisors in Focus. 30 shopfloor supervisors under the leadership of a sponsor plant and plant managers (underlined) and VGC C-P (Volkswagen Group China (VGC), Components, Logistics & QA). Project Management Office VGC C-P is Johannes Tappe.

These two products will expand FAW-VW’s New product portfolio (NEV = new energy vehicles), thereby making yet another important contribution to achieving NEV compliance targets in China. Rainer Schoske is pleased to say. “I’d also like to extend my special thanks to our Components colleagues in Braunschweig and Wolfsburg, as well as to the Volkswagen Group China, Components, Logistics & QA NEV project center.”

4. New production facility
Last year, Hall 5 was built at “VWZhu” in just 18 months. The hall is designed to expand capacity for up to 1,000 units per day and provides 372 new workstations over a total area of 49,000 m². What makes it unique is that the hall is fully digitalized and paperless. Special energy management systems have been installed for the use of LED lighting, data centers and photovoltaic generators to make the plant sustainable.

Volkswagen Group Components in China
23 plants, 18,000 employees, and key components for e-mobility

From SPEED+ to SOPs: News from the Plants

4. New production facility
Last year, Hall 5 was built at “VWZhu” in just 18 months. The hall is designed to expand capacity for up to 1,000 units per day and provides 372 new workstations over a total area of 49,000 m². What makes it unique is that the hall is fully digitalized and paperless. Special energy management systems have been installed for the use of LED lighting, data centers and photovoltaic generators to make the plant sustainable.

Volkswagen Group Components in China: some 18,000 colleagues currently work in 23 plants – including battery system production. Since May of last year, the plants have been under the leadership of Frank Engel, Managing Vice President of Volkswagen Group China, Components, Logistics & Quality Assurance.

Chinese colleagues are producing components from all five business segments: 
- EA211 and EA888 engines
- DQ/DS and MQ transmissions 
- APP e-drive
- Battery systems for the MQB PHEV/BEV HVB
- Seats
- Chassis systems

Last year, approximately four million Chinese vehicles were outfitted.

The key here is profitability and efficiency, job security, and the different strengths of each location.

The eight topics covered by Roadmap 2025 will be tackled under the leadership of a sponsor plant and plant managers (underlined) and VGC C-P (Volkswagen Group China (VGC), Components, Logistics & QA). Project Management Office VGC C-P is Johannes Tappe.

Frank Engel, Managing Vice President of Volkswagen Group China, Components, Logistics & QA

More News from Group Components

2020 Pronounced the “Year of the Shopfloor Supervisor” in Components
The role of a shopfloor supervisor, qualifications, and communication cascade: Group Components has pronounced this year the “Year of the Shopfloor Supervisor” and placed our shopfloor supervisors in focus. 30 shopfloor supervisors from Kassel to Fawoeck will work to develop a participation concept over the coming months.

Group Components Gets Its Own Innovation Day
The first Tech Day will be held in mid-April, showcasing the cross-divisional innovation power and the Components product portfolio across all locations. The symposiums at each location will continue in a revised format.

More information
The entire Components edition of 360° is available at:
https://Volkswagen.net.de/wikis/pages/viewpage.action?pagId=527797648

ID.3: This vehicle is not yet sold in Europe.
**World Premiere: The New Seat Leon**

Introducing the fourth generation of the Spanish car manufacturer’s bestseller

In late January, Seat introduced the fourth generation of the Leon before an audience of around 500 guests and media representatives in the Martorell plant. The new compact car boasts a striking new design and cutting-edge driver-assistance systems. The mild hybrid (eTSI) and plug-in hybrid (eHybrid) are new drive concepts. Gasoline engine (TFSI), diesel engine (TDI) and CNG (TGI) versions will also be available. The luggage capacity in the five-door model is 380 liters, and in the Sportstourer it is 617 liters – 30 liters more than in the predecessor. Production of the new Leon began in January 2020. Market launch is scheduled for April 2020. Carsten Isecke, Executive Vice President Finance at Seat S.A.: “The Seat Leon is our most successful model. We have invested a total of more than €1.3 billion into the development and manufacture of the new generation of the Seat Leon.”

---

**When 50 Batteries Become One**

Pilot project: A sustainable approach

How can used batteries from electric vehicles be re-used? In Hamburg-Beigeporte, that is exactly what MAN Truck & Bus, public transportation operator Verkehrsbetriebe Hamburg-Holstein (VHH) and the Volkswagen Group are now researching. The pilot project in action: In the VHH bus depot there is a white container with 50 used e-vehicle batteries in it: They all have come from the Volkswagen Passat GTE. Disposing of these batteries directly would not be good for the environment. That’s why the project partners are keen to discover, under real-life conditions at VHH, how old batteries act as stationary energy storage devices. Inside the container, they are connected together to make one large battery, and are tested in different scenarios. In peak shaving, for example: The container of used batteries is put into action when a lot of power is needed to charge a number of electric buses at the same time. Alexander Adler, MAN Truck & Bus: “Using the peak shaving method, the battery can reduce peak load by up to 600 kW, leading to a corresponding reduction in electricity costs.” One of the goals of the trial is to develop a flexible battery storage concept that allows batteries to be exchanged. That could be very helpful in the future: VHH’s 560 buses are to be converted to electricity over the coming years.
What the Brand Will Show Off in Geneva
Geneva Motor Show starts at the beginning of March—Golf GTI¹ and Golf GTD will celebrate their world premiere

B
irthday in Geneva: the Volkswagen Motor Show will be held for the 90th time this year. In addition to Group brands Audi, Seat, Skoda, Bentley, Bugatti, and Porsche, the Volkswagen brand will also present some new products. The event will begin on March 3 and 4 with the press days.

The Volkswagen brand is celebrating two world premieres in Switzerland with its sporty derivatives of the new Golf: it is presenting both the GTI² and the GTE³ to the public. Also making an appearance in Geneva is the new Golf GTD. The plug-in hybrid has a battery with a 50 per cent higher energy content at 9 kWh. This facilitates a longer electric range and makes the Golf a zero-emissions vehicle, at least temporarily. During the Motor Show, visitors can also experience the show car ID. SPACE VIZZION up close and personal. Like all models in the ID. family, it is powered purely electrically and is based on the modular electric drive toolkit (MEB). After the press days and the trade visitor day on March 4, the long-established fair, officially called the Geneva International Motor Show, will open its doors from March 3 to 13. It will be open Monday to Friday from 9 a.m. to 6 p.m. and from 9 a.m. to 7 p.m. at the weekends. For more information, visit the event website: https://www.gims.swiss.

WeShare: Outlook and First Interim Results
Customers describe their experiences with Volkswagen carsharing

W
eshare, Volkswagen’s car-sharing service, will expand into seven more cities this year. After Prague and Hamburg, the next to join in the spring will be Paris, Madrid, Munich, and Milan. “Volkswagen will offer a fully electric fleet of e-vehicles in all cities. In Prague and Hamburg, Skoda will be the cooperation partner. In the other cities, both e-Golfs and e-up!s are used and, from the end of the year, the ID ³." says Philipp Reth, CEO of WeShare. “We are convinced that fully electric free-floating car sharing will remain an essential and scalable bridging element in the field of sustainable and shared mobility during the transition to automated transport systems for some time to come.”

In Berlin, where WeShare was launched in June of last year, we now have 50,000 registered customers. Around three quarters of them are active users, which means that they have used the service at least once. “This rate is very high by industry standards and shows that WeShare is highly relevant to people’s urban mobility,” says Reth.

Meanwhile, one of the main challenges for WeShare in Berlin is still charging the vehicles. To compensate for the insufficient supply of public charging infrastructure, Volkswagen AG and WeShare have therefore entered into an additional partnership: the Schwarz Group is currently building a total of 140 public charging points at 66 Lidl and 10 Kaufland locations in the capital. As a cooperation partner, WeShare can use the charging stations exclusively for its fleet outside opening hours. In addition to the Schwarz Group, WeShare is also interested in establishing further partnerships in order to expand its usable charging infrastructure.

360° spoke to customers about their experiences of WeShare:

“My name is Jens Wick. I live in Berlin, and I work for Volkswagen Group Retail in the capital. I’ve been using WeShare since the service came into existence. I use it almost every day to take my daughter to daycare and to go from there on to work. Thanks to WeShare, I save myself the stress of having a small child on overcrowded trains during rush hour. By the way, almost all vehicles have a child seat on board. What’s more, carsharing is cheaper than the parking fees in the city center. It’s quite simply convenient and enables me to be very flexible – I wouldn’t want to have to do without WeShare.”

“The Rüdiger Reeg, a Volkswagen employee at Internal Communication in Wolfsburg. “Having my family in Berlin. Most days I get around by bus, train, or bicycle, which is why I don’t own my own car. But even in a major city, there are times of the day when it’s quicker to get around by car. That’s when WeShare is a great alternative. Even with a lot of luggage, I can take advantage of the comfort of Volkswagen’s own carsharing. But sometimes the reason why I use an e-Golf from WeShare is simply the driving pleasure.”

“My name is Andreas Reeg. I’m an architect, and I live with my wife and children in Berlin. We’ve been using WeShare for four months—mostly for work in order to get to appointments. After work, I usually use the carsharing service in the evenings if a car will be faster than a bicycle or public transport. WeShare is much cheaper for me than having my own car. The interaction between the vehicle and the app works great: I would like to see more than just one payment account per user in the future, so that I can invoice personal and business trips separately.”

Focus on design, concepts, and strategy
As Head of Development for the brand, Wolfsch now focuses on design, concepts, and the strategic orientation of TD. “The new division of tasks with Matthias Rabe enables me to concentrate more on the future issues facing TD and on the expansion of the cross-brand development network,” says Wolfsch. As CTO of Volkswagen AG, he also heads the Group Research and Development Division. In this function, he will, among other tasks, be in charge of the Best Performance Engineering program.

The tasks of the brand’s CTO include technical management of the TD departments and vehicle projects. The CTO is also responsible for controlling the entire product creation process for TD scopes, controlling external development sites, and controlling the budget. “Our goal is to develop inspiring products and technologies and to make future-proof development processes and cross-brand development networks a success,” says Walch. “I’m looking forward to tackling this challenge together with the TD team.”

In the big reader “Best Cars 2020” poll by the trade magazine auto motor und sport, the up!, Polo, and Golf have received awards in Stuttgart. The awards were accepted by Frank Wolfsch, Head of Development, Hendrik Muth, Head of Product Marketing for the brand, and Karlheinz Hell, Series Manager Compan. “Best Cars’ is a very special award; the choice is made directly by a large readership with an affinity for automobiles. That is why we are particularly pleased to have been able to persuade such car connoisseurs of the benefits of our products—in three categories,” says Wolfsch. The three models up!, Polo, and Golf are serial reminders of the predecessors and the Bora, which in 1999 won the “Compact Class” category in the 44 years that the poll has been run. A total of 102,974 participants chose their favorite from among 387 models in eleven vehicle categories.
Since the start of February, Markus Kleimann has been the new Head of the Mid-/Full-size series of the Volkswagen brand. This move sees him take the reins from Stefan Gies, who retired at the end of last year. 360° caught up with Markus to hear all about the aims and challenges of his new role.

What are your first impressions of your new role for the G3 series? I couldn’t have asked for a better bunch of people! I know I only took up the role officially on February 1, but I had already spoken to the team at length during my initial visits to Wolfsburg. I have to say that my predecessor Stefan Gies has left me in the hands of an absolutely fantastic team. Their motivation can’t be faulted and I am really looking forward to getting to know board with them.

What would you like to achieve in your new role? I am a huge fan of cars and have always been a firm believer that our cars can win. What’s more, I’ve always been a firm believer that our customers want to drive the best. I believe that passion and motivation can’t be faulted and I am incredibly motivated for the team to be able to take this success story and keep it going for the next generation ahead. Passat customers are professionals. They set the bar and we have to live up to their expectations.

You are responsible for the mid-/full-size series, which also includes the Touareg. How are you handling the challenge of growing requirements surrounding environmental sustainability? It has to be our aim to make sure we really stand out with our innovations in this area in particular. After all, we are still regaining the trust of our customers. The key words here are hybridization and overfulfillment of our legal requirements. In addition to the well-established Passat GTE, there will also be an exciting new hybrid option for the Arteon and Touareg. Another excellent example of an effective new development is the new TDI Evo complete with twin-dosing concept. The new Passat with its 110 kW TDI engine made us pioneers within the Group and allowed us to offer an extremely clean diesel model. We actually received some excellent feedback on this in the Pulsminuto TV show on the ARD network. It just goes to show that diesel still has potential, and rightly so since there’s no denying its CO₂ benefits.

**Introducing the New Series Director**

Markus Kleimann has been a member of the Volkswagen family since 2000. His first role was in vehicle safety in the Technical Development division, before he went on to take up senior positions in Germany, China, and Italy. Most recently, Kleimann has headed up the development of Volkswagen do Brasil. He has been the Series and Strategy Director for the South America region since 2018. Kleimann was born in 1969 and is a married man. His hobbies include kite-surfing, tennis, and music.
MissionX Saves a Figure in the High Triple-Digit Millions

Cross-department project off to a successful start—employees recognized for their work

MissionX is intended to save the Volkswagen brand ten billion euros by 2023. Procurement, Quality Assurance, Development, Sales, Design, Components, and Value Engineering are working together to achieve this goal. The project was launched at the end of 2018.

“The first year of MissionX was very successful. Our target for 2019 was a high triple-digit million-euro amount,” says Rainer Stutz, Head of Value Engineering: “We achieved that target 100 percent.”

Consistent reduction in costs and variants

The aim of MissionX is to determine the component strategy for Volkswagen models for many years to come. Within their product teams, participants take a closer look at parts such as side mirrors. In doing so, they analyze whether certain individual variants that are not in particularly high demand among customers could be done away with to save costs.

The success of MissionX is the achievement of the cross-departmental teams. The employees have now been honored for this reason. Ralf Brandstätter, who as CEO manages the brand’s operative business, presented the MissionX Award to the tandem for the best overall performance for the first time. The jury evaluated the volume saved by Volkswagen thanks to the work done on the component strategy. The winners were Jana Striezel, Head of Group Procurement Exterior, and Ludger Lührmann, Technical Development, who are charge of the Body Shop tandem.

Four other teams, with a total of 40 participants, received certificates in various categories. Dirk Große-Lohse, Procurement Board Member for the Volkswagen brand, and Matthias Rabu, Chief Technology Officer, honored the employees for their special contributions.

“The trophy is an enormous token of appreciation. The transformation of the automotive industry today places a heavy investment burden on Volkswagen. Through consistent cost and variant reduction, MissionX provides the framework and makes a significant contribution to the company’s earnings,” says Jana Striezel.

And Ludger Lührmann stresses: “To achieve our goals, we need to put all previous decisions to the test once again. A particular thanks goes to our employees, who this year both reached and exceeded our targets.”

Jörg Teichmann: “The overall savings target for this year is another as percent higher than in 2019. The consistency and the success of the program is of elementary strategic importance to the Volkswagen brand.”

MissionX was launched at the end of 2018. The goal of the Volkswagen brand is to determine the component strategy for its models for many years to come—and to save ten billion euros by 2023. Procurement, Quality Assurance, Development, Sales, Design, Components, and Value Engineering are all working together to achieve this goal.

This Is MissionX

MissionX was already launched a lot of ideas.

To India: Taigun Concept Car Presented

At the Auto Expo in New Delhi, India, Volkswagen celebrated the world premiere of the Taigun concept car. The compact SUV is based on the long-wheelbase version of the T-Cross as sold in South America and China. “With the Taigun, we are presenting the next major step for Volkswagen in India,” says Jürgen Stackmann, Board Member for Sales, Marketing, and After Sales. The small SUV is being developed especially for this market and, according to Stackmann, takes Indian customers’ needs into account. “We are confident that this product offers a perfect combination of sportiness and sophistication, and is therefore the right choice for our valued Indian customers.”

India remains an important market for Volkswagen, says the Board Member for Sales. “As a Group, we are investing over a billion euros in the Indian market. That, once again, underscores our dedication to the country. Around the world, SUVs are increasing in popularity among our customers. That is why we are introducing Volkswagen’s SUV offensive to India this year.”

For India: Taigun Concept Car Presented

Based on the T-Cross with a long wheelbase: the Taigun concept car.

Winners: Jana Striezel, Head of Group Procurement Exterior, and Ludger Lührmann, Technical Development (both center), Jörg Teichmann, Head of Value Engineering (left) and Brand CEO Ralf Brandstätter presented the award.

Finding out about potential savings in differential gear shafts: Brand CEO Ralf Brandstätter (left) and Matthias Rabu, Chief Technology Officer.

Jürgen Stackmann, Sales Director:

This Is MissionX

MissionX was launched at the end of 2018. The goal of the Volkswagen brand is to determine the component strategy for its models for many years to come—and to save ten billion euros by 2023. Procurement, Quality Assurance, Development, Sales, Design, Components, and Value Engineering are all working together to achieve this goal.

The switchover to the new SAP-based IT system was a particular challenge. After 18 years, the familiar IdeenOnline system no longer met the security and future requirements, says Janotta. “The employees in Ideas Management have transferred almost one million ideas from the old IT system to the new one, taking into account the data protection requirements. We would like to thank our colleagues at the various sites, as the switchover was by no means automatic.”

Works

provider has been awarded the new maximum bonus of 75,000 euros almost every month. Kurznack: “The top suggestions from staff members that lead to the company saving a lot of money are rewarded handsomely. This should also be an incentive for all employees to submit many more good suggestions for improvement to Ideas Management in 2020.”

Employees’ Good Ideas: Volkswagen Saves 30 Million Euros

One year of modernized idea management at the German sites: employees have submitted 25,720 suggested improvements

The numbers are impressive. Thank you very much to those who had the ideas, to the assessors, and to the implementers! We hope to receive more good ideas for Volkswagen this year.”

A look back: since February last year, Ideas Management has been working with a new IT system for recording and processing suggestions for improvement. It previously trained several thousand employees at the German sites. At the largest site in Wolfsburg alone, more than 2,200 supervisors, assessors, and implementers were informed about the innovations.

Value amount, says Rainer Stutz, Head of Value Engineering: “We achieved that target 100 percent.”

Consistent reduction in costs and variants

The aim of MissionX is to determine the component strategy for Volkswagen models for many years to come. Within their product teams, participants take a closer look at parts such as side mirrors. In doing so, they analyze whether certain individual variants that are not in particularly high demand among customers could be done away with to save costs. The success of MissionX is the achievement of the cross-departmental teams. The employees have now been honored for this reason. Ralf Brandstätter, who as CEO manages the brand’s operative business, presented the MissionX Award to the tandem for the best overall performance for the first time. The jury evaluated the volume saved by Volkswagen thanks to the work done on the component strategy. The winners were Jana Striezel, Head of Group Procurement Exterior, and Ludger Lührmann, Technical Development, who are charge of the Body Shop tandem. Four other teams, with a total of 40 participants, received certificates in various categories. Dirk Große-Lohse, Procurement Board Member for the Volkswagen brand, and Matthias Rabu, Chief Technology Officer, honored the employees for their special contributions.

“The trophy is an enormous token of appreciation. The transformation of the automotive industry today places a heavy investment burden on Volkswagen. Through consistent cost and variant reduction, MissionX provides the framework and makes a significant contribution to the company’s earnings,” says Jana Striezel.

And Ludger Lührmann stresses: “To achieve our goals, we need to put all previous decisions to the test once again. A particular thanks goes to our employees, who this year both reached and exceeded our targets.”

Jörg Teichmann: “The overall savings target for this year is another as percent higher than in 2019. The consistency and the success of the program is of elementary strategic importance to the Volkswagen brand.”

MissionX was launched at the end of 2018. The goal of the Volkswagen brand is to determine the component strategy for its models for many years to come—and to save ten billion euros by 2023. Procurement, Quality Assurance, Development, Sales, Design, Components, and Value Engineering are all working together to achieve this goal.

The switchover to the new SAP-based IT system was a particular challenge. After 18 years, the familiar IdeenOnline system no longer met the security and future requirements, says Janotta. “The employees in Ideas Management have transferred almost one million ideas from the old IT system to the new one, taking into account the data protection requirements. We would like to thank our colleagues at the various sites, as the switchover was by no means automatic.”

Work

provider has been awarded the new maximum bonus of 75,000 euros almost every month. Kurznack: “The top suggestions from staff members that lead to the company saving a lot of money are rewarded handsomely. This should also be an incentive for all employees to submit many more good suggestions for improvement to Ideas Management in 2020.”
Wolfsburg: 17,500 Dealers and Sellers at the Autostadt

New Golf and ID.3 in focus – training of participants from 50 markets will continue until March 18

City of Wolfsburg Celebrates the New Golf

The city of Wolfsburg has celebrated the new Golf and ID.3 with a big exhibition and a road show. The new Golf was launched on 2 February, and during an “eight-day wonder” campaign called “Pucker Up” from 10 to 16 February, it was also presented in the Autostadt at the plant. During this campaign, the new Golf and ID.3 were presented to around 45,000 visitors from Bad Vilbel, Braunschweig, Berlin and other parts of Germany, as well as to people from other European countries and the USA.

The goal? For dealers to experience the new Golf and ID.3 up close and learn about the differences between the two models. “Both the brand and the new Golf are more emotional and customer-friendly,” says Wolfsburg, “We hear that the new Golf is a likable and accessible brand, we are really meant to be more customer-friendly, and we want to convincingly convey this to people on the street. It is their feeling, secure in the knowledge that the brand has been very successful, the new Golf is a likable and accessible brand, and the new brand design makes it even more customer-friendly.”

“Wolfsburg: 17,500 Dealers and Sellers at the Autostadt”

New Golf and ID.3 in focus – training of participants from 50 markets will continue until March 18

Wolfsburg: “The Magic of Production”

The goal? For dealers to experience the new Golf and ID.3 up close and learn about the differences between the two models. “Both the brand and the new Golf are more emotional and customer-friendly,” says Wolfsburg, “We hear that the new Golf is a likable and accessible brand, we are really meant to be more customer-friendly, and we want to convincingly convey this to people on the street. It is their feeling, secure in the knowledge that the brand has been very successful, the new Golf is a likable and accessible brand, and the new brand design makes it even more customer-friendly.”

“Wolfsburg: 17,500 Dealers and Sellers at the Autostadt”

New Golf and ID.3 in focus – training of participants from 50 markets will continue until March 18

Dealerships Meet Production

Many dealers only know the Golf and other models as a finished product. During the dealer conference at the Autostadt, they had the chance to go behind the scenes of vehicle production during a tour of the Wolfsburg plant.

The tour was as long as a half-day. The goal: for dealers to experience the deep connection between the Golf and Volkswagen and to utilize technologies in keeping with the key concepts “The Magic of Production”.

In the plants, participants can see how the vehicles are produced step by step: from thousands of individual parts, for example in the press shop, where a metal is formed out of a single piece of sheet metal. From an exhibitor, they hear how the new Volkswagen Golf is made from granulate and individual parts. In hall 1, technology and the Golf family take center stage. On the agenda: all-round training, workshops, presentations and test drives...
The Winner Is Announced: Bratislava Is Transformer of the Year 2019

The race for the top spot was very close this year; in the end, one factor made the difference.

A free a close race, the Slovakian plant in Bratislava won the internal Transformer of the Year competition for production and logistics. The results from the ROM (Best of Measure) league, the index for cooperation between plants, were decisive. This is exactly what the competition is meant to achieve: to get better together.

The finalists circulated a whopping 145 ideas throughout the production network. Each location may be fighting for themselves, but in the end, all of us in Production and Logistics are winners," summarized Chief Production Officer Andreas Tostmann.

The competition also made it clear what amazing results we can achieve together when the entire team acts in concert."

The new-considered race was much more exciting than in previous years, because for the first time, it took place in two stages. After the "Race Transformation" qualification round with monthly evaluations of measurable KPI figures, by the end of 2019 the Top 3 were clear: Palmela, Kaluga, and Bratislava. In the final round, all plants were once again subjected to close examination. They were all head to head when it came to the degree of goals achieved, and Palmela was slightly ahead in the Business Cockpit - so it was the lead in the BOM that tipped the scales for Bratislava.

With this internal competition, we’ve made the magic of production tangible for everyone and managed to give a new complexion on the term efficiency."

New Golf: Tour Through the Plants

Employees get to know new member of the compact family up close

While Volkswagen dealers are currently getting to know the new Golf in Wolfsburg (see pages 16-17), the new kid on the block already went on a tour through the European plants to be presented live to the Production team. Here are a few pictures:

The Interplay Between Plants

International production (from left): Ingrid Kotvan, Nadia Espinosa, and Anthonette Miller.

Her area of responsibility involves the cooperation between the German headquarters and plants in ten countries, which are to be aligned according to globally uniform methods. Different points of view, personal networks, and language skills are helpful. Nadia Espinosa from Mexico: "It really makes contact easier when you can speak with the plants in their own language." The international line-up in the Strategy team isn’t just helpful in daily cooperation with the locations. The more different the perspectives and the more varied the experiences, the broader the understanding and acceptance for individual measures.

The mailroom’s sorting machine has had a snap for some time now. The device from Switzerland is set for Swiss letter formats. Because the German formats are somewhat larger, it hasn’t been possible to pre-sort the letters correctly before they’re distributed by hand into roughly 2,000 mailboxes. The cause was quickly found. The rollers under the conveyor belt weren’t wide enough - and were therefore unable to secure the position of the letters during transport on the belt, meaning they couldn’t be scanned properly. Through an article in "360°", the mailroom heard about Additive Manufacturing, which uses 3D printing to solve just such problems.

From then on, everything went like clockwork. Daniel Schmidt took care of things: He made conveyor rollers that were specially designed for the machine. To do this, he removed the existing rollers, transferred the dimensions to CAD, and changed them until they fit. After test prints with various plastics, he optimized the weight, strength, and surface until everything worked perfectly. Schmidt isn’t making a big deal of it: "They had a problem, we helped them with it, sorted." The project was a good opportunity for the 22-year-old, who’s in his third year of training as a technical product designer, to prove himself. Thomas Stein, Project Manager in Additive Production: "We want to prepare our trainees for the professional day-to-day, and often give them free rein to do so." Schmidt took the opportunity, and Stein is proud of him: "He managed the project completely on his own."

The quick repair demonstrates three things: How important it is to have the right people in the right place, how easy it can sometimes be to arrive at a quick and cost-effective solution, and how much it helps when departments work together.

Production Solves Problem in Mailroom

With 3D printer: How trainee Daniel Schmidt got the sorting machine back up and running

Good job: Trainee Daniel Schmidt produced new rollers for the sorting machine in the mailroom.

A peck on the cheek as a greeting

“I was shy at first,” Kotvan says when asked about her most important insight. “I’m more myself now - and people accept me the way I am. In Brazil, we give each other a kiss as a greeting. A lot of people in my team here have already gotten used to that.”

Anthonette Miller from South Africa, who’s responsible for the flow of information with and to those responsible for the individual strategy fields, is also happy about the change. “I got to know the who’s-who in the Group, and now I have a much better understanding of the interplay between the Group, brand, and plants.”

Special Teams: The International Production Team

To strengthen the cooperation between the plants and headquarters, production relies on multinational teams – and not just in vehicle production. Three colleagues from South Africa, Brazil, and Mexico are currently working in the Strategy division in Wolfsburg.

Nobody’s closed off here

“Shortly after I arrived here, I told my family that Germans are closed off and slow to make friends,” says Ingrid Kotvan. “But that’s not true. Now my neighbor is my best friend.” The Brazilian employee has been working at headquarters since summer 2019 – as one of three colleagues who moved from their home countries to Wolfsburg for two to three years in the Production Strategy department.

In the end, everybody wins: The finalists’ plant managers – Stefan Dafnis (Kaluga, from left), Oliver Groebig (Bratislava), and Miguel Sanchez (Palmela) – with Chief Production Officer Andreas Tostmann (right) and Robert Cisek, Head of Production Strategy.
With the Grizzlys: Employee on Tour

Sweepstake promotion: Cedric Klauenberg from the Wolfsburg plant accompanied the ice hockey pros to games and driving training

For Cedric Klauenberg, 2020 started on a high. The Volkswagen employee accompanied the top-flight ice hockey team Grizzlys Wolfsburg to an away game in Munich, and on their subsequent winter driving training in Faistenau, Austria. He won the trip, organized by Volkswagen Sports Communication, in a sweepstakes organized by Volkswagen Net.

“I’ve gained lots of exciting insights that I won’t soon forget,” enthused Klauenberg after the two eventful days. Sitting next to Executive Board Member Hiltrud Werner, who is also on the Grizzlys’ Supervisory Board, Klauenberg watched the unexpected away win in the German Ice Hockey League (DEL) at the league leaders in Munich.

The following day, the 23-year-old travelled to Austria with the Grizzlys. During the driving training session organized by the Volkswagen Driving Experience, Klauenberg and the ice hockey pros took to the wheel in Volkswagen models. On a slalom course covered with snow and ice, the guests from Wolfsburg got the vehicles drifting.

“It was interesting to see how this kind of car behaves in extreme situations, and how I as a driver have to react,” says Klauenberg, who felt like a part of the Grizzlys team on the trip. He was even allowed to be present at coach Pat Corina’s final talk before the game in Munich. And on the trip to Austria, the Volkswagen employee from Controlling Central Functions for Components took a seat on the upper floor of the bus, usually reserved for players.

There, he got insights into everyday life for a professional hockey player from captain Gerrit Fauser and the others. Klauenberg: “You don’t usually see the boys that close.”

Grizzlys Wolfsburg Facing Crucial Games

The crunch period in the battle to make the play-offs begins for the Grizzlys in the next few days. The last three home games in the championship round will be against Krefeld on February 21, Berlin on March 1, and Nuremberg on March 6. The championship round will end for the Wolfsburgers in Ingolstadt on March 8.

Volkswagen had scenes shot in Dortmund with national players like Timo Werner, Leon Goretzka, and Julian Brandt

Filming in Dortmund: Volkswagen shot the ad spots for the United special models, which are currently running on TV, in the Westfalenhalle.

“Volkswagen is getting in the mood for the major event, which is being held for the first time in twelve countries from June 12 to July 12. The special models are being advertised by the German national soccer team. The ad, which has been running on German television since mid-January, reads, “The details make it possible.” It shows the national players preparing for a match in the locker room, entering the stadium through the players’ tunnel, and celebrating after a decisive goal.

The United special edition is available for the up!, e-up!, Polo, T-Cross, Golf Variant, Golf Sportsvan, T-Roc, Tiguan Allspace, Touran, and Sharan. For customers, there’s a price advantage of up to €3,400 – depending on the model.

How the Ad Spots for the Special United Models Were Made

Filming in Dortmund: Making the national players presentable before the cameras start rolling.

Looking forward to the Europa League: VfL midfielder Neumann (Arrows) left.

Volkswagen trainees and Christoph Pohl (right) and Christoph Hohenbliecher.

Memories: Klauenberg (small photo) with Hiltrud Werner, Volkswagen supervisory board member and Group Head of Integrity and Legal Affairs.

Top: The employee receives a jersey from players Fabio Pohl (left) and Christoph Hohenbliecher.

Ten Volkswagen trainees paid a visit to the VfL Academy. He emphasized, “The exchange with Volkswagen is incredibly important for us, for our players to learn what daily life is like for young people outside of soccer. We want our young talents to get an impression of what the professional world is like.”

Trainees Visited Young VfL Footballers

Volkswagen employee accom
**Volkswagen-Passenger Cars**

**Forced Labor at Volkswagen: One of the Last Survivors Has Died**

One of the last surviving witnesses to the forced labor at Volkswagen has died: Piet A. Wit recently passed away at the age of 97.

From March 1943 until the liberation by American troops in April 1945, the Dutchman, born in 1921, was one of about 20,000 forced laborers from all over Europe at the Volkswagen plant near Fallersleben. He was studying mathematics and natural history when the pressure from the German occupiers increased in the Netherlands. Wit decided to work in the Nazi armament industry to avoid any harm to his family.

**A lifelong love with highs and lows**

He became an “auxiliary worker” at the Volkswagen plant in Fallersleben in May 1943. By chance, he met the young Russian Olga Popowa in an air-raid shelter. The two fell in love. It was a love that lasted into the post-war period: “Because you know what it means when two crates when stocking up on drinks. I have 140 liters — plenty of room for the guests in the trunk floor, almost doubling the load capacity.”

The day output in engine construction rose to almost 3,800 units due to low demand. With the midsize sedan from Salzgitter, the transition from models with rear engine and air cooling to new engine and vehicle concepts took shape. Then the next stage was the Passat in 1973, which was also produced in Salzgitter.

**The K70: Trailblazer for New Model Series**

The K70 was the technological trailblazer for the generation of models that came after the Beetle. The key innovation: The K70, built in Salzgitter, was the first Volkswagen with front wheel drive, an in-line engine, and water cooling. Under the hood at the front was a 1.6-liter, four-cylinder engine producing 75 or 90 bhp.

A Swiss woman.

**Beetle: Great Product Upgrade Boosts Sales**

The Beetle with extra trunk space and more powerful engines came onto the market in 1970. The developers in Wolfsburg had made changes to the front end in particular. They extended the engine from 75 millimeters. They were also able to lower the “trunk floor, almost doubling the load capacity.” The luggage compartment could now hold 260 liters (previously 190 liters) — plenty of room for the crates when stocking up on drinks.

Advertising for the car also focused on the new trunk. The loading area of the bright red Beetle looks enormous. The advertising message was short and punchy: “Because you know what you’ve got — a catchy slogan that’s still familiar today.” It emphasizes the outstanding qualities that the Beetle had from the beginning: reliability and durability.

At the rear was a four-cylinder flat engine that produced 34, 40, or 50 bhp. The fastest Beetle model, the VW 1302 LS, could reach a maximum speed of 115 km/h and consumed 11.5 liters per 100 kilometers. Demand picked up in the second half of the year as products were upgraded. Half of all cars shipped by the Volkswagen Group in 1970 were Beetles.

**Turning Points: Volkswagen in 1970**

50 years ago, the company initiated the technological revolution

Germany’s boom years of the Economic Miracle are slowly cooling off in 1970 — but Volkswagen continues to grow. Additional shifts are a part of everyday life in the factories.

In the annual balance sheet, the Group’s turnover has risen to 18.8 billion Deutschmarks. The company has sold 2.2 million cars worldwide — six percent more than the previous year. In West Germany, the sales volume has even grown by 8.3 percent to 735,000 cars. The models from the Ingolstadt subsidiary Audi NSU, Volkswagen do Brasil, and Volkswagen de Mexico are all seeing keen demand. Beetles and vans are performing especially well in the US: With Yeti’s flat four-cylinder engine delivered on time, they account for one quarter of Group sales.

However, there are also dark clouds on the horizon. Sales are stuttering abroad because of the expensive Deutsche Mark. The growth in deliveries and sales is accompanied by higher purchasing and personnel costs — and the end of the year, for example, collective wage agreements will be concluded in Germany that provide for a twelve percent increase in pay. Profits fall from DM 310 million to 190 million. The Executive Board, with Kurt Lotz at the top, takes countermeasures with an efficiency program and a streamlining of the organization.

The Beetle remains the top seller

Volkswagen’s bestseller is still the Beetle, with 1,201,416 models sold. The VW 1302 has done well (see extra article below). The newly developed Beetle model will be available at dealerships in the second half of the year, with more powerful engines and almost twice as much luggage space.

The K70 from the Salzgitter plant, introduced in November, is also popular (see extra article below). With front-wheel drive, water cooling, and an in-line engine, it’s a technological trailblazer for the post-Beetle era.

The next stage in the transition to new engine and vehicle concepts is the 1973 Passat. The Scirocco and Golf follow one year later in 1974, and the Polo in 1977: “The new generation of models is picking up speed!”
**Dear Colleagues,**

2020 is a very special year for Group Components. It’s the “Year of the Shopfloor Supervisor”! This year, 30 shopfloor supervisors will be the focus of many dialog events and activities. What are the challenges on the shopfloor? What can be done to ensure information cascades work? From Braunschweig to Początkowo, the shopfloor supervisors provide the perspective of teams in their immediate area of responsibility as part of our transformation process. In addition, they are developing a new participation concept for dialog between management and direct employees. Read the article below to learn more.

A further highlight in 2020: Group Components will get its new innovation drive with the newly introduced “Tech Day.” It will take place for the first time in Salzgitter on April 17, 2020, and will provide a platform for innovative strength in all our business areas. The site symposia of the plants will take place in the weeks following the “Tech Day” and will sharpen the focus on site-related topics.

More on page 22.

An important driver for a mobility that is sustainable is our Chinese component plants. From Delan to Changzhou, 15,000 employees work with e-components, chassis parts, seats, engines and gearboxes in a high-pressure environment. Here we have created an overview of the 23 plants, products and important facts. You can find it in the Group section on page 30.

Last but not least, I would like to thank Arvian Klian, who has been on sabatical since the beginning of February. She has not only dedicated a lot of time and energy to building up communication, but has helped transform Components in recent years. Many thanks – on behalf of the entire management board!

I hope you enjoy this issue!

Yours sincerely,
Thomas Schmall
CEO
Volkswagen Group Components

**All-Rounder: The Single-Speed Gearbox**

*In the fully electric ID.3 from Volkswagen, a single gear is all that is needed to master every driving scenario.*

In comparison with a conventional combustion engine, the electric drive in the ID.3 comes with several changes: for example, the entire drive unit including the gearbox, all the main components of which are manufactured by Volkswagen Group Components, is extremely compact. This is made possible by the relatively simple electric motor construction, as well as the “single-speed gearbox.” With only a handful of gears, it transfers the force of the electric drive to the wheels of the vehicle – with only a single speed for all driving scenarios. To understand why a single gear transmission is enough, it is first necessary to understand the typical features of a combustion engine compared to an electric drive.

How power meets the road

In essence, the rotational speed of the drive determines the speed of the vehicle. However, the power that is transferred to the wheels, the torque, may change with increasing speed. On the speed curve for a combustion engine, the torque first rises and then falls again. A multi-speed gearbox ensures that the desired speed or power is maintained across the speed curve in the respective gear, and causes the vehicle to move forwards or backwards. This keeps the vehicle at the desired operating point. In an automatic gearbox, gear changes take place automatically.

In an electric drive, the maximum torque is already present at low speeds and then drops with speed. Sporty acceleration values at low speeds are characteristic of such a drive. The top speed of the vehicle is reached at the maximum rotational speed of the drive. For driving in reverse, the rotational direction of the e-drive is simply reversed. This is made possible by the power electronics of the e-drive, which are responsible for the power characteristics of the e-drive, along with other components. A multi-speed gearbox is not necessary. As a result, the single-speed gearbox is considerably smaller in size and weight compared to a conventional gearbox. For the ID.3, which is optimized for electric drives, the transmission would not have sufficient power for starting or climbing hills. This is why a transmission ratio of 1:1 is used in the single-speed gearbox. This reduces the rotational speed of the drive, while increasing the torque in equal measure. To reduce the size of the gearbox, the transmission is executed in two stages with one large gearwheel and two smaller ones.

Lower noise levels through precision

The electric drive has yet another special feature. Because it is considerably quieter than a combustion engine, the acoustics that contribute to the noise levels play an important role. Even small faults are clearly audible. As a result, maximum precision is required in the gearbox – and the installed components must be even more precise, in order to remain quiet. For this reason, the e-drive is not only tested for its performance values at the end of the production line at the Components site in Kassel, but also for its acoustic values. All e-drives, including the single-speed transmission for the modular electric-drive toolkit (MEB) for Europe and North America, are produced in Kassel. Significant parts of the drives are produced and supplied by Salzgitter, Poznań and Hannover.

The gearbox of the ID.3 is a single-speed gearbox with two stages. Due to the relatively small e-drive in the ID.3, high rotational speeds are required to meet a certain power level, while torque decreases. Without the right transmission ratio, the compact electric drive would not have sufficient power for starting or climbing hills. This is why a transmission ratio of 1:1 is used in the single-speed gearbox. This reduces the rotational speed of the drive, while increasing the torque in equal measure. To reduce the size of the gearbox, the transmission is executed in two stages with one large gearwheel and two smaller ones.

“High precision is required for the construction of the e-drive.”

Thorsten Jablonski, Business Area Manager Gearbox and Electric Drives, Volkswagen Group Components

**2020 Pronounced the “Year of the Shopfloor Supervisor” in Components**

Between production process and team leadership: 30 shopfloor supervisors get to grips with their role on the shopfloor

The role of a shopfloor supervisor, qualifications and communication cascades. Group Components has pronounced this year’s focus as “Year of the Shopfloor Supervisor” and placed our many shopfloor supervisors in focus. Their tasks are manifold: They are contractor in the success of Components, for they have in-depth specialist knowledge and are the main pieces for the teams on the shopfloor. That’s why Thomas Schmall created the “Year of the Shopfloor Supervisor”: shopfloor supervisors take training sessions from Kassel, Braunschweig, Salzgitter, Wolfsburg, Hänover, Chemnitz, SICE/Ch+Wolfsburg, SICE/Poznań, SICE/Połkowice and SICE/Połtawa. They will participate in workshops all about their job role. The goal: to more clearly define the role of our shopfloor supervisors and strengthen mutual dialog. In addition, a participation concept will be created that will allow shopfloor supervisors to mediate more effectively between employees and management. The first shopfloor supervisor workshop will take place at the end of January in Kassel and 30th in Salzburg.

First introductions. In preparation for the “Year of the Shopfloor Supervisor” 2020, there was a meeting between shopfloor supervisors, management and plant managers at the end of December.

“Through the “Year of the Shopfloor Supervisor”, my colleagues and I hope to improve work processes so that we have more time for our teams again.”

Mutlu Aydogan, Shopfloor Supervisor in Battery System Production at the Braunschweig plant

“Through the “Year of the Shopfloor Supervisor”, my colleagues and I hope to improve work processes so that we have more time for our teams again.”

Mutlu Aydogan, Shopfloor Supervisor in Battery System Production at the Braunschweig plant

**Information about participants, workshops and projects are available on the Group Connect page for the “Year of the Shopfloor Supervisor” under the keyword “Year of the Shopfloor Supervisor.”**

**VOLKSWAGEN GROUP COMPONENTS**

**EISTER JAHR 2020**

**“The Year of the Shopfloor Supervisor” will create a direct line to the management of Group Components. I’m very much looking forward to an efficient dialog and hope that this support will enable us to address problems openly and implement the devised measures.”**

Pia Arth, Shopfloor Supervisor in the Components site at the Salzgitter plant

**Close-up view: the single-speed gearbox and gearbox housing on the production line.**

21
Components to Get Its Own Innovation Day
The First Tech Day will be held in mid-April

Exciting premiere: Volkswagen Group Components presents its own innovation show. On April 25, Components will have its own Tech Day in Salzgitter, similar to I.VET. This means that cross-departmental innovation power and the Components product portfolio will be showcased in a single location. There will be different themed areas where developers from Group Components will be able to demonstrate their innovations and their technological highlights while also showing off their division’s strong potential for innovation. The technical transformation of Components to e-mobility and into a system provider is the focus of the Tech Days, which will be held in mid-April. In addition to technical experts, managers and employee representatives from the entire Group, all Group Management Board members will attend the Components Tech Days.

Please note that, in future, Tech Day will serve as the kick-off event for the site symposiums in the individual plants – these will take place in the weeks following Tech Day and will focus more on location-specific topics such as product SOPs and personnel statistics. Members of the Group Board and the top echelons of the works council will also be on hand.

What You Need to Know About the Mobile Charging Robot
Here it comes: whether it’s an underground or above-ground parking garage or an outdoor parking lot – the charging infrastructure comes to the car, and not the other way around. The self-driving robot has mobile energy storage units that carry 25 kW. Its cameras, laser scanners, and ultrasound sensors mean that it can move completely autonomously.

Flexible Charging Stations: Rollout and Outside Collaboration
Since the end of January, 3 flexible fast charging stations from Group Components have been placed around Wolfsburg. As part of a gift to the city in connection with its birthday, all Wolfsburgers can charge their cars for free for 80 weeks. The next milestone will be a charging station collaboration with energy provider E.ON. Thomas Schmaltl, together with E.ON CTO Karsten Wildberger, made the announcement last week at the E-world trade fair in Essen. The business model was developed jointly by E.ON and Volkswagen Group Components. The product is an innovation by the automotive company; the integration of which into an operator system was co-designed on the basis of E.ON’s market expertise in the field of charging infrastructure.

Questions

1 Why was the Human Resources department reorganized?

Wolfgang Füeter, Head of Human Resources Volkswagen Group Components

The Head of HR at Components on the restructuring of the Human Resources department to become One HR

There are various reasons for the realignment of Human Resources to One HR: first of all, we wanted to standardize our processes to a greater extent so that we can make better use of digitalization. We also wanted to streamline our handling of employee queries. We have achieved this by launching the HR Advisory Center, which employees can reach through various channels – by email, telephone, or in person at the Service Point. The different ways of contacting us make information more accessible and we are able to speed up our processing of cases. Our business partners, a recently introduced concept, also play a significant role as these colleagues work closely with the departments. This allows us to ensure that departments receive even better support and advice on strategic issues with all HR instruments, especially during the transformation.

2 How did the first few weeks go?

We have been working really hard to prepare for the switch to One HR and I can say that the first few weeks at the Components plants have been positive. Our HR business partners are currently in the process of introducing themselves in their respective departments and explaining the new HR model to each employee. The initial feedback we’ve received through conversations has also been positive. The launch of the ticketing system and the service hotline have also gone smoothly. As with any major change, not everything works out right away, but our colleagues are doing their best and are continuing to familiarize themselves with the new tasks and processes. I’d like to take this opportunity to praise the entire HR team for their dedication during this time of change and how well they’ve handled everything. I would also like to thank all our Components colleagues for joining us on this journey.

3 How does the new structure support us in Components with the challenges we face?

The new structure helps us to focus even more closely on the needs of our employees and departments. With our new roles, we will be able to become even more specifically involved in the strategic issues facing the departments, which will enable us to press on with the upcoming challenges in Components, such as employee transformation. The new structure will make it easier for us to recruit specialists – including outside one – in areas like software and battery cells. That’s because this task now lies centrally with the Recruiting & Talent Marketing team. One important advantage of the new structure is that processes can be handled more efficiently since we can leverage synergies. Challenges times lie ahead. I have no doubt that One HR will make a positive contribution. I’m very much looking forward to working with the Components HR team and my other colleagues to shape this journey together.

You can find more location-specific info about One HR in this issue’s location pages.
The Battery Cell Division at a Glance

Its activities range from increasing battery capacity to optimizing sustainable production processes

Volkswagen Group Components is responsible for batteries from end-to-end for the entire Group, dealing with everything from cell development to battery recycling. To meet this purpose, battery cell development and production has been combined to create the new Battery Cell division, led by Frank Blome, since January 1, 2020. Here we introduce which activities and subject areas are covered by the new business division, or CZ for short.

CZ-1: BATTERY CELL DIVISION
Frank Blome is head of Components’ newest business division. Previously, the focus of the Center of Excellence (CoE) for battery cells was to support Group Management in the development process. In 2021, the colleagues will focus on the production of battery cells.

CZ-2: COOPERATIONS
Frank Blome and colleagues take over the management of the department along with his assistant. The goal of managing the team is to strengthen the customer relationship in the areas of production and sales at the new division, and to develop the value creation strategy for batteries.

CZ-3: DEVELOPMENT OF SUPPLIER CELLS
In addition to the team, Blome will continue to oversee the development of supplier cells, and is responsible for the product definition, social development of supplier cells, and product management.

CZ-2: BUSINESS AREA MANAGEMENT
Roland Häßler will be responsible for strategy creation in 2020. The division will thus continue to focus on the development of new business areas, and to expand the initiatives in CZ-1.

CZ-4: IN-HOUSE CELL DEVELOPMENT
Matthias Ulrich and his team will help build expertise in the development of in-house battery cells. The department is also responsible for the design and development of battery cells, as well as testing and analyses.

CZ-5: PLANNING & PROCESS DEVELOPMENT
Thomas Hoffmann will remain head of Planning & Process Development. In addition to the development of expertise in production processes, which was started in 2018, the department is also responsible for the planning and process development of the production system. The goal is to build “best in class”agglomerate factories, from conception to implementation, in collaboration with partners.

CZ-6: BATTERY CELL QUALITY
Axel Ziemer will coordinate quality management for supplier battery cells. Previously, he was responsible for the execution of the battery cell projects for Audi and Seat. His goal is to create a robust system for battery cell development in production process, which was started in 2018.

CZ-7: BUSINESS AREA MANAGEMENT
Roland Häßler will be responsible for strategy creation in 2020. The division will thus continue to focus on the development of new business areas, and to expand the initiatives in CZ-1.

M@web Site Tour Completed
The potential of Components and strengthening of collaboration between sites: both these topics were the focus of the M@web (Measures@web) site tour last year. To this end, Helene Erlich and Julia Sophie Rave from Components Strategy visited Braunschweig, Kassel, Salzgitter, Hanover, and the Wolfsburg Chassis plant, as well as MTZ Poland, Volkswagen Poméranie, and Volkswagen Sachsen, at the end of the year.

One year into Components’ ONE MISSION 2025 Strategic Program

Objectives, fields of action, and initiatives will continue to guide Group Components in 2020

The first year as an independent business unit under the umbrella of the Volkswagen Group is behind us. That means our strategy program ONE MISSION 2025 is celebrating its first birthday too. ONE MISSION 2025 focuses on four different goals: customer and product, team and leadership, responsibility and integrity, and excellence and process. Behind these goals are three fields of action respectively and 34 concrete projects. The objective: to remain competitive and ensure the company’s future viability. Together with project managers and GCI partners (Group Components Initiatives), colleagues from Components Strategy continued to refine and expand the initiatives in 2019, and introduced a reporting system.

SPEED+ Award: Best Teams to Be Awarded in March
Award 2020 proceeds to the next round with two new categories

The points have been counted and the rankings are settled – the biggest question is: who will win gold at the SPEED+ award 2019? Did the teams from Audi, Seat, and Skoda, who took part in the awards for the first time, succeed? Or will the formidable Polish plants prevail again? During plant tours, inter national participants from China and South/Central America demonstrated a keen competitive spirit too. And how did the German plants fare? All that’s left to do is cross their fingers and wait for the awards ceremony at the Wolfsburg pharos.

The Process Excellency and Tool Costs categories

PROCESS EXCELLENCE
What is being measured?
The relative improvement of three key process figures in lead time, performance, and quality, as well as the relative improvement in the methodological approach.

Who won the last two years?
• Hanover casting (2017) and Motor Polska (2018)

FACTORS FOR SUCCESS
• Throughshop floor systematics, process-oriented team building, targeted use of problem-solving technology and cross-departmental collaboration

TOOL COSTS
The relative saving in tool costs is evaluated compared to the actual costs of the plant during the award year, as well as its networking activities. In previous years, colleagues from Salzgitter (2017) and Srbs (2018) won over the competition.

Names & News
Ariane Kilian, previously Head of Communication and Conformity at Volkswagen Group Components, left the company on February 1, 2020.

Altan Temiz, previously Site Manager for FAW Volkswagen at the Chongqin branch, took over projects in the Cell for Technology Development at FAW Volkswagen on January 1, 2020.

Holger Zeidler, previously Head of Product Center Group Tech, took over the role of Head of Product Center Product 3 (CMS-03) at the Salzgitter plant on February 1, 2020.

Volker Selbach, previously Head of Business Area Management in the Engine & Gearbox division, took over the management of Engine Assembly Planning (CMS-P1) in Salzgitter on February 1, 2020.

Thorsten Draebent, previously Head of New Projects at MAN Truck & Bus Munch, took over the management of New Power Units for the Groupbrand (DF-P) in Wolfsburg on January 1, 2020.

Martin Strassburg, previously Head of Quality Assurance at the Salzgitter site, took over the role of Quality Assurance for the Group business units, Seats and Chassis (CEQ) (O) in Wolfsburg on January 1, 2020.

Thorsten Meuske, previously Head of Product Center 3 Cubic Components in Salzgitter, took over the management of Business Area Management in the Engine and Foundry division in Salzgitter on February 1, 2020.

Ralph Kimmich, previously Head of axle Assembly at MAN Truck & Bus, took over the management of Individual Parts in Mechanical Production (CWM-P) on January 1, 2020.

Lars Kusa, previously Head of Individual Parts in Mechanical Production (CWM-P), took over the management of Technology (CCT-7) on January 1, 2020.

Frank Nieseun, previously Head of New Product Technology Engines at Audi Hungaria Zrt., took over the management of QA Purchased Parts/Test Laboratories (CMS-Q1) on December 1, 2019.

Dates
Feb 20-21, 2020 Kolwicke: OSL FAI Fair, in Wolfsburg Workshop on the “Year of the Shopfloor Supervisor”
Feb 25–26, 2020 Wolfsburg: Works Council Meeting
Mar 24, 2020 Wolfsburg: SPEED+ Award Ceremony

23
Dear Ariane,

You worked with us to set the stage for ONE MISSION 2025, the most important information for the world of Components. But what ideas and projects to transform Components have the 12 Transform Minds participants from the first round developed? Background: the Transform Minds program, which launched in the fall of 2018, offered interested colleagues the opportunity to contribute their own ideas to the Components strategy. Many exciting events were held for the 12 Transform Minds participants in the months that followed – including the big ideas pitch with Thomas Schmall in March 2019. What happened with their ideas? We’d like to update you with the current status of two pitch projects here:

“Setting up direct sales of genuine parts” an initiative with added value for the Road to 6%

The “Setting up direct sales of original parts” project with Transform Minds Round II, led by project manager and head of Mobility Development, Sebastian Sauer (Head of Fuel Cell Development in Salzgitter), Klaus-Simon Jenke (Strategy Manager Fuel Cell, Components) and Rolf Schmidt (Head of Mobility Development Components), among others, received a positive reaction from the leadership. The C-UEP (Components – Umweltentlastung) is already engaged in the project. The time has finally come: after many months of planning and construction work, around 200 of our colleagues worked with us to set up the new agile workspace at the East Gate at the end of January. This week the first 200 colleagues moved into a new agile workspace at the East Gate at the end of January. The hall also offers many meeting rooms and telephone cubicles. The piazza – the open hall space downstairs – will be used to hold training and telephone cubicles.

The time has finally come: after many months of planning and construction work, around 200 of our colleagues from the central divisions and business units of Group Components have moved into Hall 6. The aim is to bring the business areas and central departments, which are currently widely dispersed around the Wolfsburg campus, closer together. In future, Hall 6 will be home to Thomas Schmall and his office team (C), the central business area organisations (CM, CC, CQ and CX), the communication (CQ) and strategy (CU) departments, the management of the development components (CD) and our colleagues from CE-X (high-voltage systems for e-mobility). The flexible and open office building promotes teamwork between business units and is open to colleagues from all Components locations. In addition to the office space for the departments involved, explicitly agile workspaces are planned for visitors. The hall also offers many meeting rooms and telephone cubicles. The piazza – the open hall space downstairs – will be used to hold regular town hall type meetings in order to engage in shared dialogue.

Hall 6 – The New Components HQ

Some 200 colleagues moved into a new agile workspace at the East Gate at the end of January

T he second round of the Transform Minds program started a few months ago with 34 new colleagues from all around the world of Components. But what ideas and projects to transform Components have the 12 Transform Minds participants from the first round developed? Background: the Transform Minds program, which launched in the fall of 2018, offered interested colleagues the opportunity to contribute their own ideas to the Components strategy. Many exciting events were held for the 12 Transform Minds participants in the months that followed – including the big ideas pitch with Thomas Schmall in March 2019. What happened with their ideas? We’d like to update you with the current status of two pitch projects here:

“Setting up direct sales of genuine parts”: an initiative with added value for the Road to 6%

The “Setting up direct sales of original parts” project with Transform Minds Round II, led by project manager and head of Mobility Development, Sebastian Sauer (Head of Fuel Cell Development in Salzgitter), Klaus-Simon Jenke (Strategy Manager Fuel Cell, Components) and Rolf Schmidt (Head of Mobility Development Components), among others, received a positive reaction from the leadership. The time has finally come: after many months of planning and construction work, around 200 of our colleagues from the central divisions and business units of Group Components have moved into Hall 6. The aim is to bring the business areas and central departments, which are currently widely dispersed around the Wolfsburg campus, closer together. In future, Hall 6 will be home to Thomas Schmall and his office team (C), the central business area organisations (CM, CC, CQ and CX), the communication (CQ) and strategy (CU) departments, the management of the development components (CD) and our colleagues from CE-X (high-voltage systems for e-mobility). The flexible and open office building promotes teamwork between business units and is open to colleagues from all Components locations. In addition to the office space for the departments involved, explicitly agile workspaces are planned for visitors. The hall also offers many meeting rooms and telephone cubicles. The piazza – the open hall space downstairs – will be used to hold regular town hall type meetings in order to engage in shared dialogue.

Hall 6 – The New Components HQ

Some 200 colleagues moved into a new agile workspace at the East Gate at the end of January

T he second round of the Transform Minds program started a few months ago with 34 new colleagues from all around the world of Components. But what ideas and projects to transform Components have the 12 Transform Minds participants from the first round developed? Background: the Transform Minds program, which launched in the fall of 2018, offered interested colleagues the opportunity to contribute their own ideas to the Components strategy. Many exciting events were held for the 12 Transform Minds participants in the months that followed – including the big ideas pitch with Thomas Schmall in March 2019. What happened with their ideas? We’d like to update you with the current status of two pitch projects here:

“Setting up direct sales of genuine parts”: an initiative with added value for the Road to 6%

The “Setting up direct sales of original parts” project with Transform Minds Round II, led by project manager and head of Mobility Development, Sebastian Sauer (Head of Fuel Cell Development in Salzgitter), Klaus-Simon Jenke (Strategy Manager Fuel Cell, Components) and Rolf Schmidt (Head of Mobility Development Components), among others, received a positive reaction from the leadership. The time has finally come: after many months of planning and construction work, around 200 of our colleagues from the central divisions and business units of Group Components have moved into Hall 6. The aim is to bring the business areas and central departments, which are currently widely dispersed around the Wolfsburg campus, closer together. In future, Hall 6 will be home to Thomas Schmall and his office team (C), the central business area organisations (CM, CC, CQ and CX), the communication (CQ) and strategy (CU) departments, the management of the development components (CD) and our colleagues from CE-X (high-voltage systems for e-mobility). The flexible and open office building promotes teamwork between business units and is open to colleagues from all Components locations. In addition to the office space for the departments involved, explicitly agile workspaces are planned for visitors. The hall also offers many meeting rooms and telephone cubicles. The piazza – the open hall space downstairs – will be used to hold regular town hall type meetings in order to engage in shared dialogue.