

**C-Business vision initiative,
a solution for the future of Europe**

or

**The new business strategy:
CLM – Collaborative Lifecycle Management**

or

The new era will come: integration society

Per Högberg

Strategy development and maintenance
of Business System

per.hogberg@ka-group.com

- Industrial background
- Why now?
- Industry future watch
- Industry status
- Solutions overview
- Example of solutions snap shots from:
 - Product development, and change management
 - Product realization
 - Logistics chain
 - Maintenance
 - Sustainability
- Threats

We supply quality to the automotive industry. *World-wide.*

Business areas

Main product groups

Customers

Gearshifts



- Automatic gearshift systems
- Manual gearshift systems

- Mercedes-Benz
- Opel
- Renault
- Saab
- Vauxhall
- Volvo Car

Seat Comfort



Climate seats



Lumbar and lateral supports



Head restraints

- Heated seats
- Ventilated seats
- Lumbar supports
- Lateral supports
- Head restraints

Almost all the vehicle manufacturers in the world, and the seat producers:

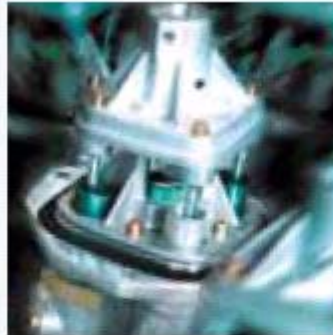
- Araco
- Delta
- ECA
- Faurecia
- Grammer
- Intier
- Isringhausen
- Lear
- Takachi
- Treves

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Commercial Vehicle Systems



Clutch actuation



Hydraulic gearshifts



Mechanic gearshifts



Stabilising rods

Main product groups

- Clutch servos
- Master cylinders
- Servomasters

- Hydraulic gearshifts
- Mechanic gearshifts

- Anti-roll bars
- Reaction rods
- Components
- Couplings



Couplings



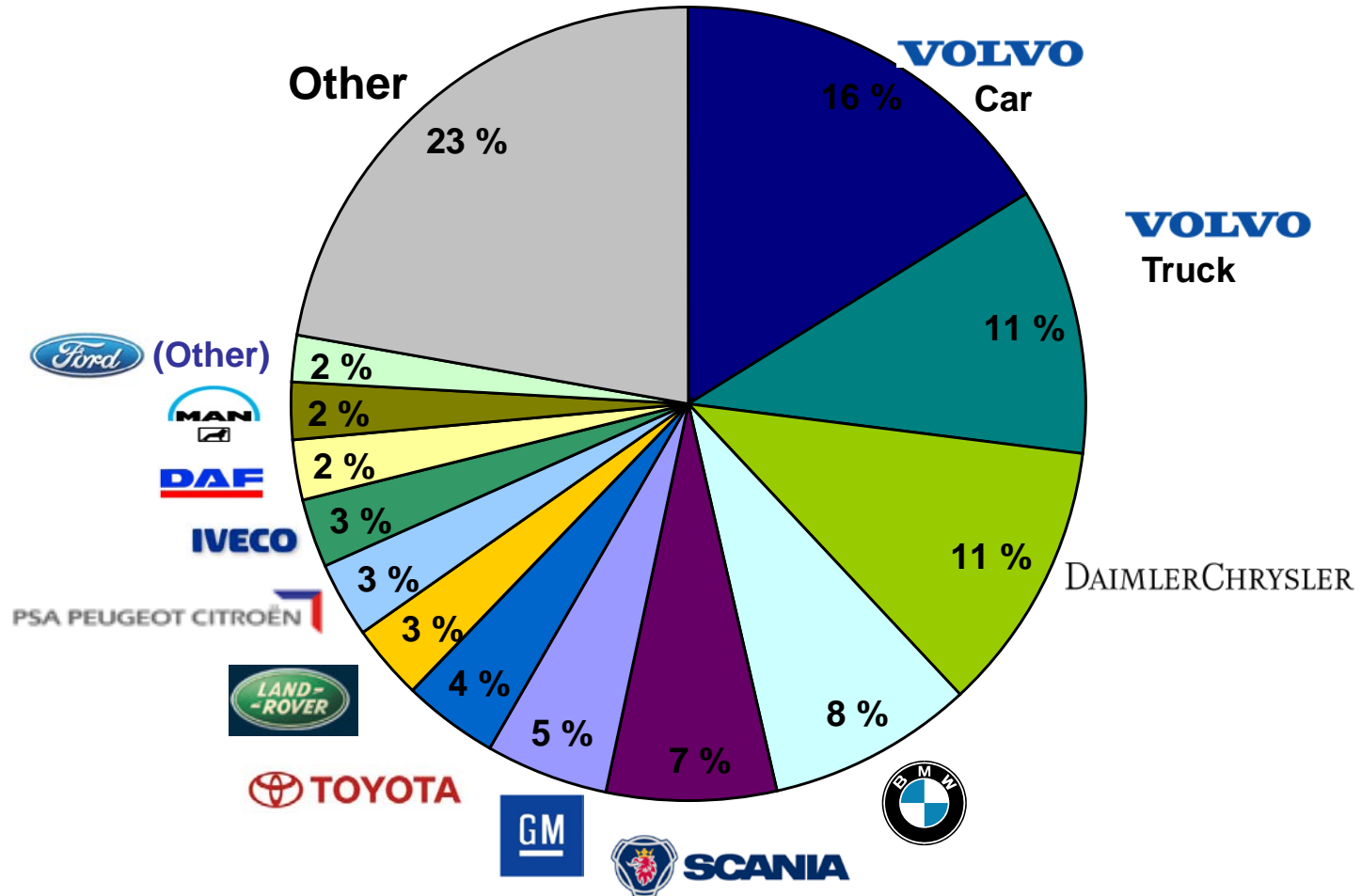
Components

Customers

- Bova
- Daewoo
- DAF
- Dennis
- Eaton
- ERF
- EvoBus
- FAW
- Foden
- Hyundai
- Irisbus
- Isuzu
- Iveco
- Leyland
- MAN
- Mercedes-Benz
- MCI
- Porsche
- Prevost
- Renault V.I.
- Scania
- Seddon Atkinson
- SISU
- Steyr
- Volvo

Customer portfolio

We supply quality to the automotive industry. World-wide.



Initial industrial reference c-business

We supply quality to the automotive industry. World-wide.



TeliaSonera



- Why hasn't c-business been deployed earlier?
 - Basic infrastructure possibility is coming
 - ESA / SOA etc.
 - Other projects results (like Athena)
 - Fear of sharing
- Europe feels a threat from other regions
 - Crises knowledge is the mother of development
- Knowledge of other projects – gives respect!
 - Esperanto
 - OEM “VPN solutions”

- The industry demands reduced lead time for
 - product & service development
 - product & service maintenance
- The capacity of new products & services has no limit, it is a question of imagination

- Tries with own stand alone solution
 - Move suppliers into their own network (VPN)
 - Merge with important companies
- Are worried about intellectual property ownership
- Focus on OEM and 1 tier solutions
 - 1 tier shall provide with their specific solutions to more than one OEM, by using best practice between different OEM demands, without destroying the uniqueness of the product to different OEMs.

- Common processes
 - Agreement on a basic way of describing the business process
 - Normally this is quite common – but often want different companies to describe themselves uniquely...
- Intellectual properties (IP)
 - The solution of sharing IP is very often to hide parts of the information
 - Respect for different companies and protections into laws that give quick response of IP theft need to be established
- Communication protocol
 - ESA – Enterprise Service Architecture
 - SOA – Service Oriented Architecture
 - Portal (web) enabled workplace
 - User shall not recognize “where” they work – they shall “just” work

- Sharing ideas – “bank of ideas”
 - Reuse
 - Google for Product & Services
- Sharing models
- Sharing descriptions (80% MS Office, 20% CAD)
 - Standards
 - Verifications
 - Test results
- Sharing administration
 - Common project management
 - Task list
 - Protocol
 - Time plan
- Similar process for change management

- Shared product description
 - Models
 - Specification
 - Follow up results (test and deviations)
- Shared production description (shop floor)
 - Line layout
 - Tooling and machine description
 - Monitoring

- Transport management
 - Optimize transport (environment friendly)
- Warehouse management
 - Common view of complete safety stock
- Volume control
 - Shared planning of capacity, short and long term

- Shared production monitoring
 - Follow up disturbances into equipments
 - Follow up cycle quantities
- Shared SPC (statistic production control)
 - Reaction on deviation
 - Shared knowledge of trends
- Shared detailed production planning
 - Planning of recourses for maintenance
 - Reuse of recourses nearby

- Use of resources nearby
 - Does anyone need the recourses
 - Ad hoc free
 - “Planned” free capacity
 - “Obsolete” material / products
 - Resource cluster
 - Use of “return transport”
 - New re-cycling opportunity
- Google for product and service opportunities
 - Like today possibility of searching for cheap flights, consumer products etc.

- IP
 - “We will never let anyone see our complete CAD models”
 - We can’t let our specifications be read by anyone else
 - Our production information is our secret, our product contribution is build on this – price discussions
- Company strategy
 - We are independent
 - We are unique
- “This is impossible”
 - Don’t try with us, this have never succeeded before...

- To create the welfare of tomorrow, the local (countries) and regional (EU) government need to focus resources on faster development than other regions.
- To ensure a substantial growth, new way need to be established and this is a focus for all different areas, from industrial over health care and public sector processes.
- The information society need to continue further on and change into the integrated society – this is a new era
- The c-business process needs to be established together with “IT solution”, c-business is the symbiosis!

- Reduced time to market
 - New product will come faster to market
 - Future product with today unknown functions
 - Environment savers ?
 - Energy “solutions” ?
 - Healthcare “solutions” ?
- Reduced resource use
 - Re-use
 - Re-cycling
 - Usage of the capacity into Europe
- Enable small intelligent cells
 - OEM => 1 Tier => 2 Tier
 - Deep integration with independent companies