



CBS  **Reloaded**

The central graphic features the text "CBS Reloaded" in a large, bold, sans-serif font. The "CBS" is orange, and "Reloaded" is black. Between them is a stylized icon consisting of three overlapping, slanted rectangular blocks in orange and grey. The background of the entire slide is a light grey with a repeating pattern of the words "Execute", "Integrate", and "Process Flow" in a smaller, lighter font, along with a faint city skyline silhouette.

CBS Reloaded

Taking CBS to the Next Level

Lernreise – Managementsitzung

[Links.conti.de/CBS](https://links.conti.de/CBS)





Why

How

What

What is CBS for our Company?

“

Letter to Senior Management:

CBS is a holistic management philosophy to increase operation efficiency and shape workplace behavior, cross- organizational cooperation and service to our customer.

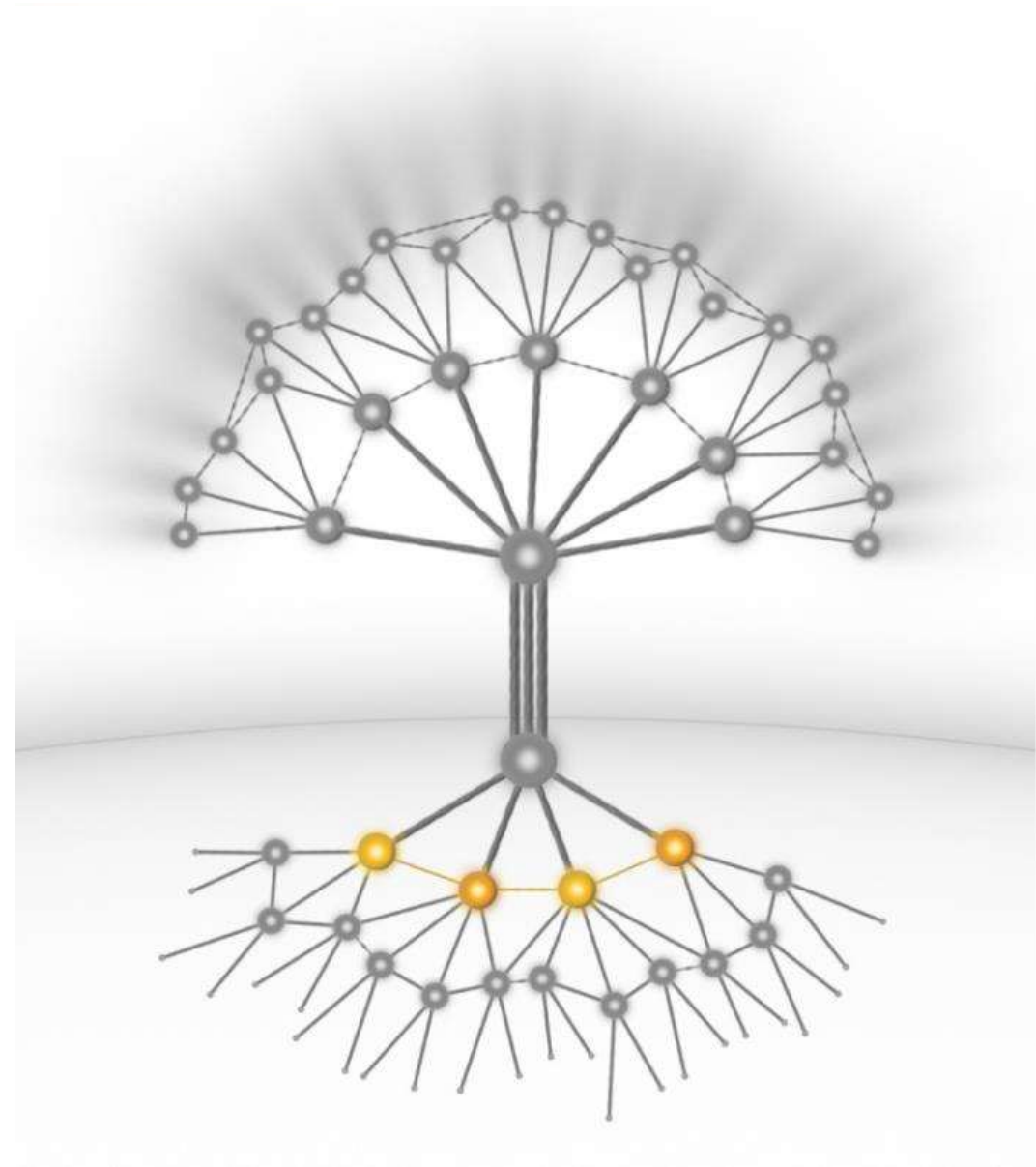
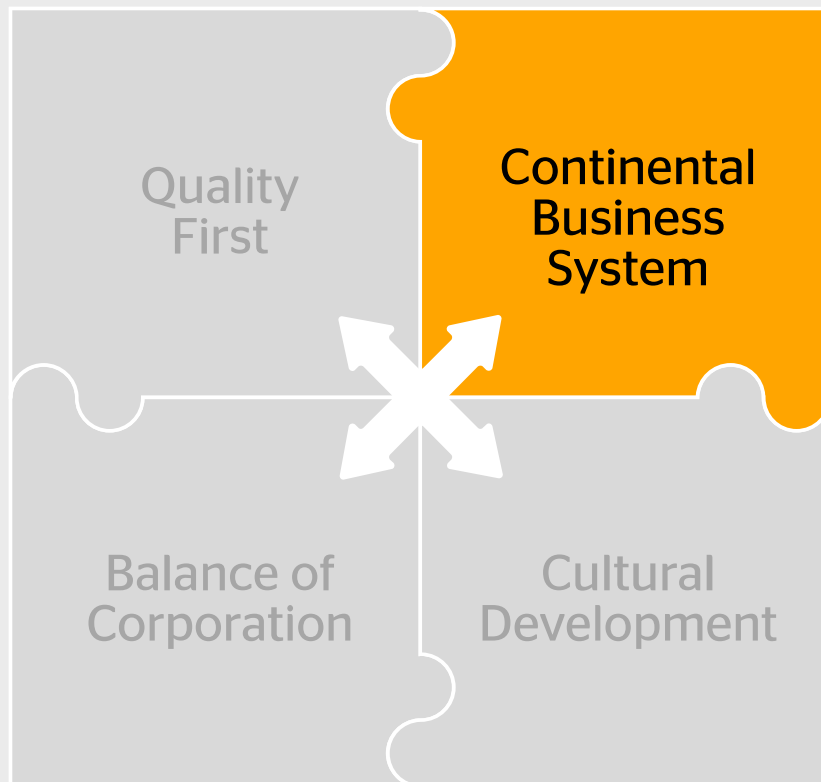
It is an all-embracing structure for all activities geared to improve our operations.

”

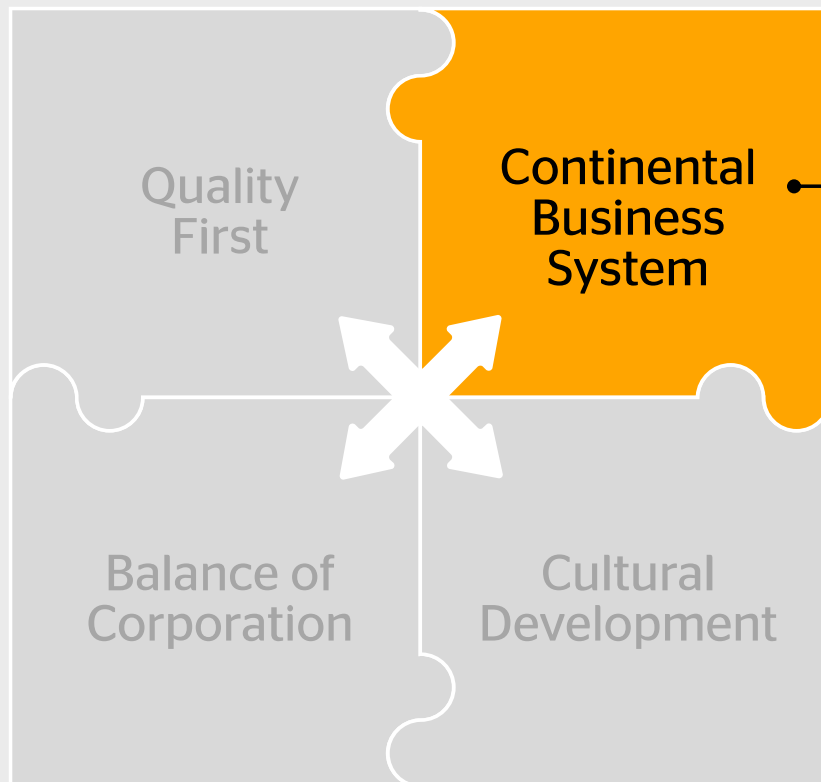
Dr. Elmar Degenhart,
Chairman of the Executive Board of Continental AG



Our Four Key Initiatives



Our Four Key Initiatives



CBS is our
key initiative for
greatest possible
productivity and
healthy workflow.

Value

Our Definition



What is value for the customer?

The activities we do
to fulfill customer needs.



What is non-value/waste?

Everything which does not create value
is waste!

For example:

- › Incorrect information
- › Search time
- › Handoffs
- › And much more...



Value can only be defined by the customer

CBS

What it stands for



CBS...



- › is a philosophy and a long-term program to foster Continental's future culture
- › applies to the entire added-value chain
- › uses lean principles as proven industry standards
- › ensures sustainable profit for future growth
- › keeps things simple and flexible – and thus ensures efficiency

CBS...



- › is not a toolbox
- › does not focus only on production
- › is not a theoretical approach from the ivory tower
- › does not look just for quick gains

From CBS Foundation to CBS Reloaded

Focus Shift



Execute

Training



Business impact



Integrate

„CBS Projects“



**CBS as an integral part
of our daily work.
It's in our DNA.**



Process
Flow

Pure process
optimization



**Systematically transforming
vision into business goals
and execution**

From CBS Foundation to CBS Reloaded

Focus Shift



+ Employees

Motivation, Satisfaction,
Empowerment



SJ(1

Ich werde noch bei Adobe Stock schauen, ob ich ein alternatives Bild finde, das bereits lizenziert ist.

Schoen, Josef (uib25045); 05.11.2018

From CBS Foundation to CBS Reloaded

The Evolution

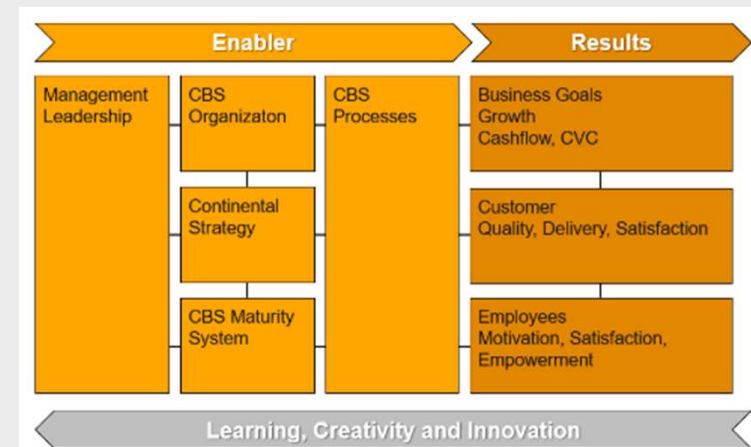


CBS Foundation



Focus on Involvement

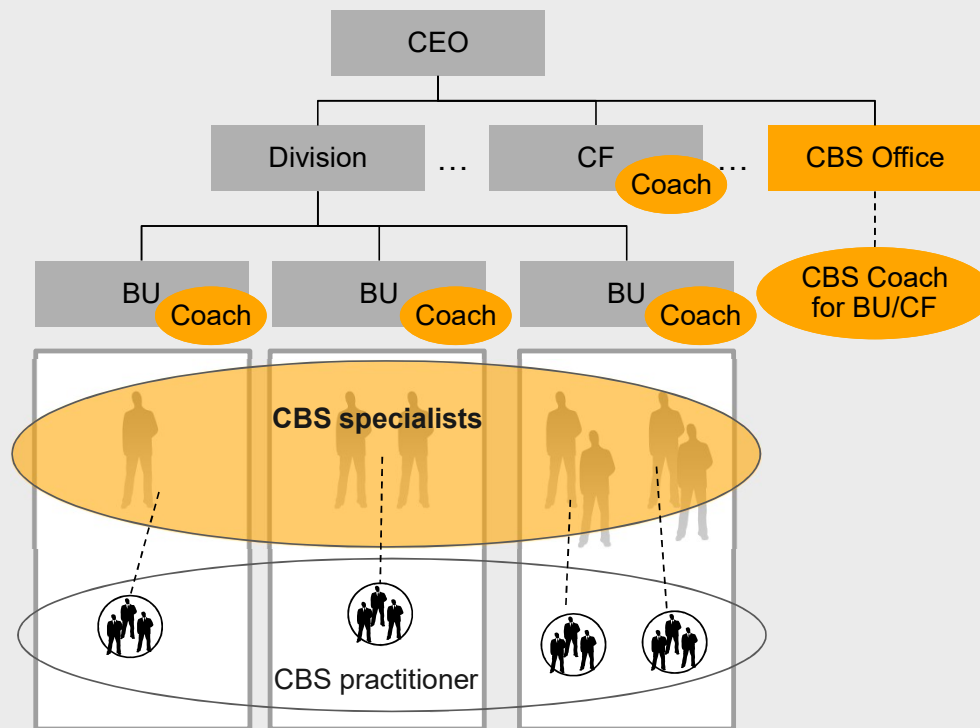
CBS Reloaded



Focus on Sustainability

From CBS Foundation to CBS Reloaded

Support Organization and Network



CBS Advisory Board
Members of the BU/CF
nominated by the division/CF head
and head of the CBS office



Only through cooperation – across the board and at all levels – is CBS a success

Executing Policy Deployment

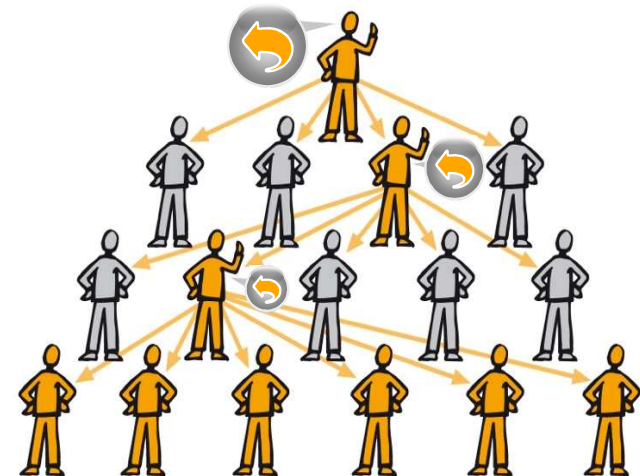
Align the Organization for Strategy Development and Deployment

A Creating a standardized process for strategy from Vision to Operational Business



B Supporting the organizational units in

- > Synchronization of implementation plans
- > Regularly tracking the execution



Executing Problem Solving by Leaders

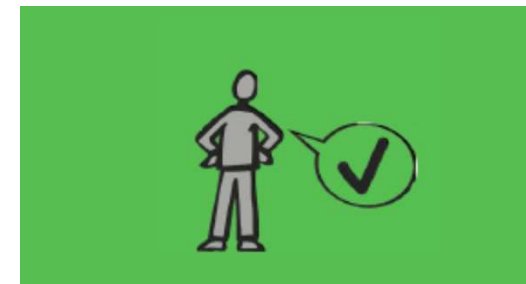
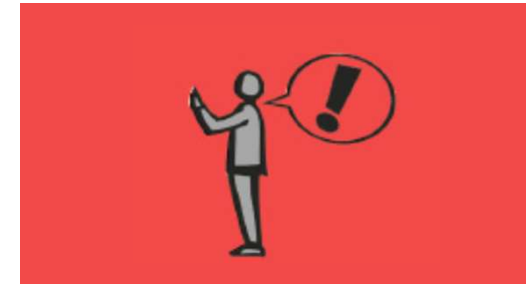
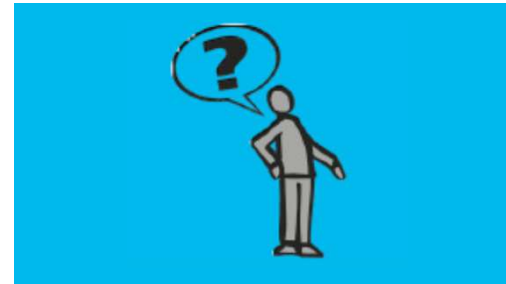
See failures as learning opportunities

Are we open to discussing problems
and do we see failures
as **learning opportunities**?



Structured Problem Solving
with A3 is the Key

Mindset of SPS A3 Thinking:
“We all are Problem Solvers”



Enable People to execute ‘Structured Problem Solving’

CHANGE

Lean

LDP

Educate

Culture

Mindset

CBS

Associate Involvement HEART JOBS All areas

Leaders

Coach

Continuous Improvement Team

CiP

VISION

Success Goal

2018