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DIGITALIZATION OF A TIER 1: CAUGHT IN AREAS OF TENSION?

Agenda

- **Part I, Introduction: Who is Joyson Safety Systems?**
- **Part II, Digitalization: Definition / practical example**
- **Part III, Possible Tension fields during Digitalization**
- **Part IV, Digitalization by implementing PLM**
- **Q&A**



Our portfolio consists of steering wheels, airbag systems and inflators, seatbelts, premium interior trim solutions, electronics and sensor technology which we supply to nearly all renown vehicle manufacturers worldwide.

JOYSON SAFETY SYSTEMS

About Us



Introduction: Who is Joyson Safety Systems?



59 Locations in
25 Countries
~43,800 Employees



~\$5.3 Billion
in Revenues



The Future of
Mobility Safety



Introduction: Who is Joyson Safety Systems?

* December 31, 2020



LOCATIONS

All Over the World



FUTURE OF MOBILITY SAFETY



What is the Driving Force Behind our Products?



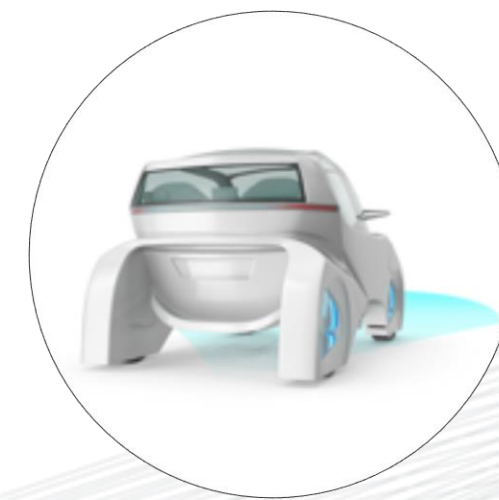
Our Society

Global trends, urbanization, digital natives, aging and active, health trends, and substance abuse.



Transport & Mobility

Infrastructure and mobility data, car ownership and mobility as a service, emerging new mobility concepts and technologies.



Autonomous Mobility

New safety regulations, unique OEM and supplier strategies.



Sustainability

Climate change, electrification, CO2 emissions, fuel efficiency and recycle/reuse strategies.



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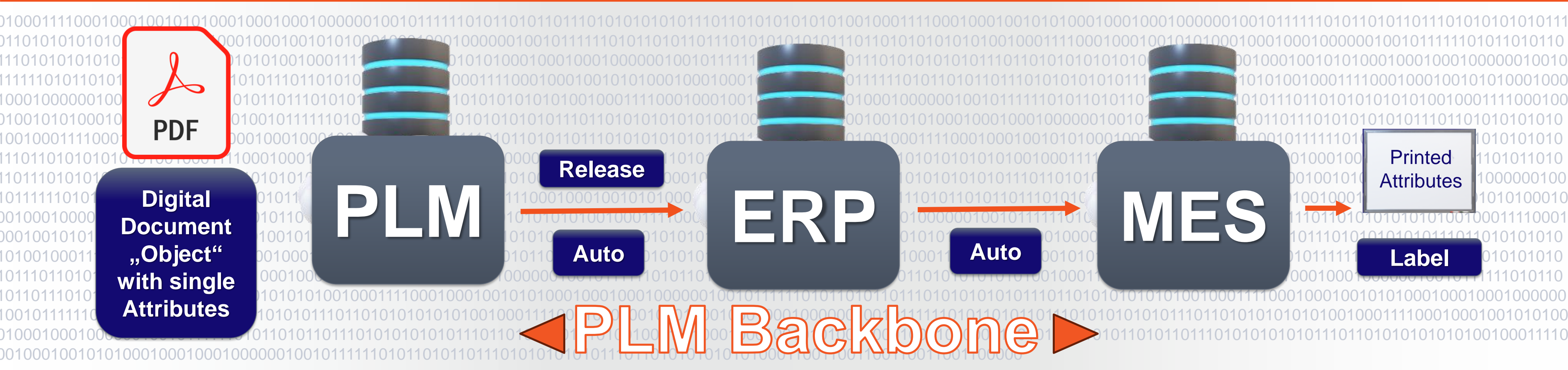
Digitalization

“Utilization of digital data for various applications, leading to faster processing and modification, including process automation and AI use”

Data Privacy and Security Job Displacement
Ethical Concerns Dependence on Technology
Misinformation and Manipulation Digital Divide
Loss of Human Interaction Regulatory Challenges
Complexity and Overload Environmental Impact

By considering these risks, organizations can better prepare for the challenges that come with digitalization

Example: What is digitalization?



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Power vs. Powerless **Participation vs. Specification**
Change vs. Preserve
Time to develop vs. Speed **Data Privacy and Security**
Complexity vs. Simplicity **Transparency vs. Secrecy**
Digitalization vs. Ready to Digitalize?

**Digitalization and Digital Transformation is all about:
“Organizational Development” and “Change”**

Tension area: Power vs. Powerless



What is in our power, but where do we have to admit that we are powerless?

Between OEMs and Tier 1s
CAD Releases, data exchange, collaboration

Requirements:
Between OEMs/Tier1s vs. Tier1s/Tier2s



Time to develop

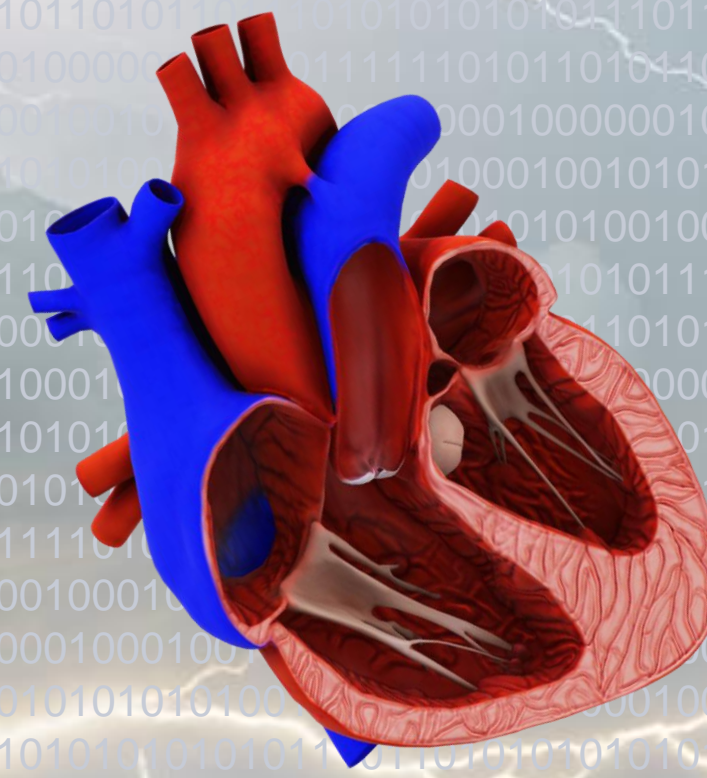
VS.

Speed

How quickly can we change without running the risk of running out of time for the necessary development that is essential for the success of our change project (learning, acquiring new skills, clarifying new roles and functions, etc...)?



**Rethink – Refocus
Reduce to the max.**

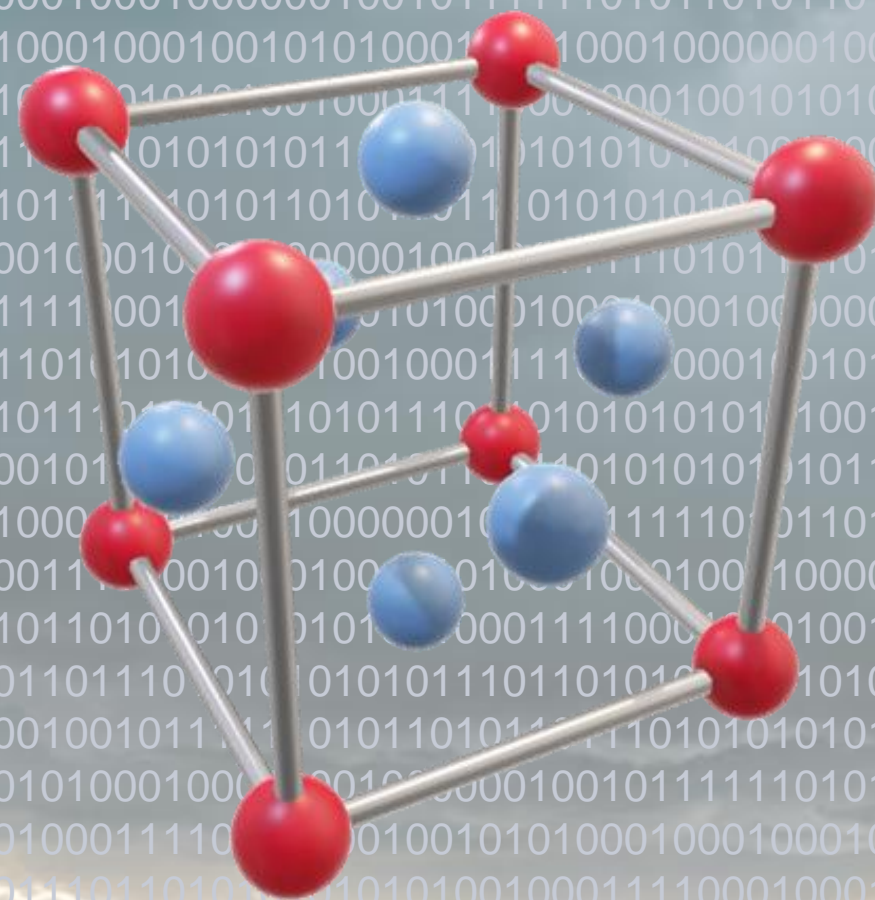


Change

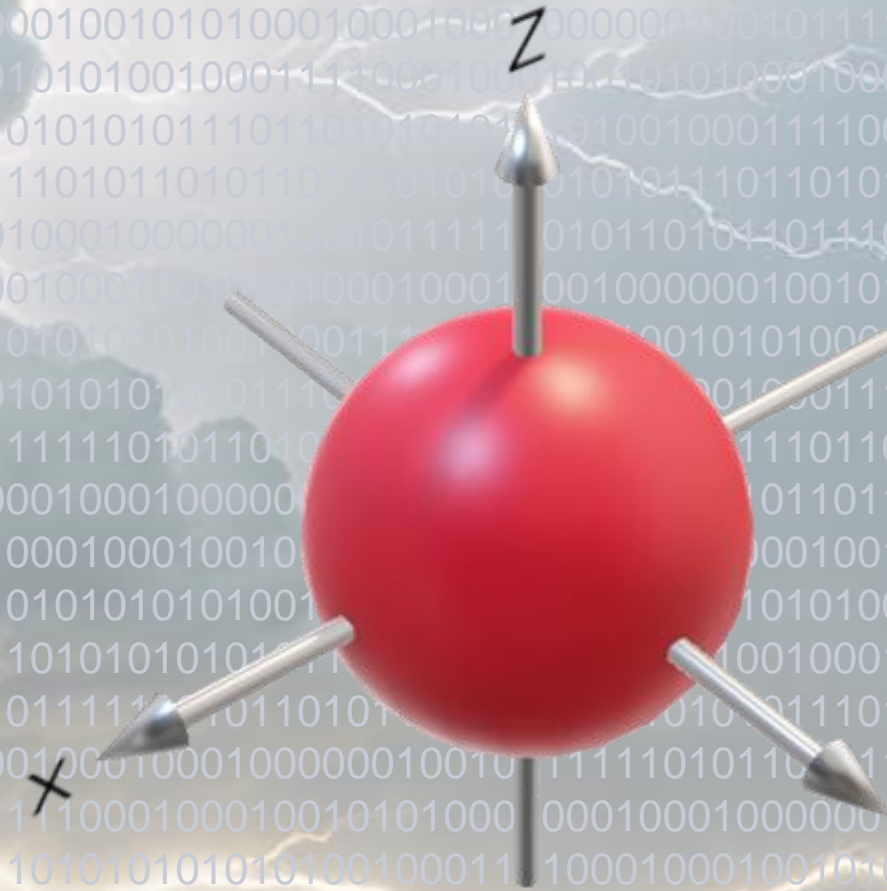
VS.

Preserve

**What absolutely needs to or must be changed,
but what has proven itself in the past and should or definitely
must be retained?**



**Rethink – Refocus
Reduce to the max.**



Complexity

VS.

Simplification

How much can we simplify our organization or our processes in the sense of increasing efficiency without running the risk of no longer doing justice to the complexity of our environment and/or requirements?



**Product and
Company
Data Assets
in PLM**



Transparency

VS.

Secrecy

What must be accessible to all involved Team Members for optimized collaboration?
What must be kept secret in order not to jeopardize the project or what requirements oblige us to secrecy?



Voice
bottom up
vs. voice top
down



Participation

vs.

Specification

What simply has to be set and decided "from above" - but where do we also consciously create creative leeway for those affected, without whose active participation the change will not be successful.

Care

VS.

Personal responsibility

Where do I support my employees in times of change (e.g. by helping them to rethink and refocus) but where does the employee's personal responsibility begin?

Loyalty and fidelity

VS.

Courage and separation

What can each employee do to support and thus also represent in a change project, but where are the limits of his loyalty to the company and what consequences does it have for him if such a limit is reached? Will he still be loyal and continue or will he fall into inner resignation?

Digitalization

VS

Ready to digitalize?

Assumption 1: “50% of staff, regardless of age, are hesitant or reluctant to adopt digital tools”

Assumption 2: “Digital skills are essential, over 50% of companies do not offer training”

Assumption 3: “Younger generations prefer flexible work models over traditional 9-to-5 office jobs”

Digitalization

VS

Ready to digitalize?

Assumption 4: “As companies pursue digitalization to boost collaboration and innovation, IT security becomes essential”

Assumption 5: “The future of work will be influenced by digitalization and automation, supported by evolving AI tools to assist on complex or recurring tasks”

Power vs. Powerless Participation vs. Specification
Time to develop vs. Speed Change vs. Preserve
Complexity vs. Simplicity Data Privacy and Security
Digitalization vs. Ready to Digitalize?
Organizational Development (Change): **Transparency vs. Secrecy**

Tension fields due to conflicting corporate, departmental, personal goals and external demands

Leaders are faced by that, each situation requires a tailored approach to balance these tensions

Particularly during change, pressure for quick implementation, but development also takes time

Power vs. Powerless **Participation vs. Specification**
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Time to develop vs. Speed **Data Privacy and Security**
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Questions to reflect: **Digitalization vs. Ready to Digitalize?**

What tension fields (plus not listed ones) are relevant to your enterprise change process?

Which ones are particularly challenging, and which pole of tension fields might be neglected?

How can you proactively address maybe critical aspects of tension fields in your change efforts, ensuring that it isn't taken over by others in a disruptive way, which may cause change resistance later on?

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3Rs Digital Transformation Framework by J.D. Meier

Reimagine

**Create a
“Digital Vision” of the Company**

Roadmap

Digital transformation is an ongoing journey. Define incremental steps.

Result

**Adopt Solutions, Measure Value,
Value Realization**

<https://jdmeier.com/3rs-digital-transformation-framework/>



About 50% success due to:
**Business Process Management
Organisation, Organizational Development**

More than 30% success due to:
**availability of consistent product data,
effective Data Management**



Organizational Values

Changing Work Environment

Change Readiness

Team Dynamics

Employee Attitude

Self-Awareness

Data is an important Asset

Data Policy, Rules, Principles

Data Governance

Data Quality

Transparency, Collaboration

Meta Data





Rule 1:
“Data should be entered only once”

Rule 1:
“no data should be entered, which can be calculated or derived from that data from rule 1”



1. Appoint a Responsible Person

2. Engage with End-Users

3. Develop an Onboarding Plan

4. Focus on Education / Internal Marketing

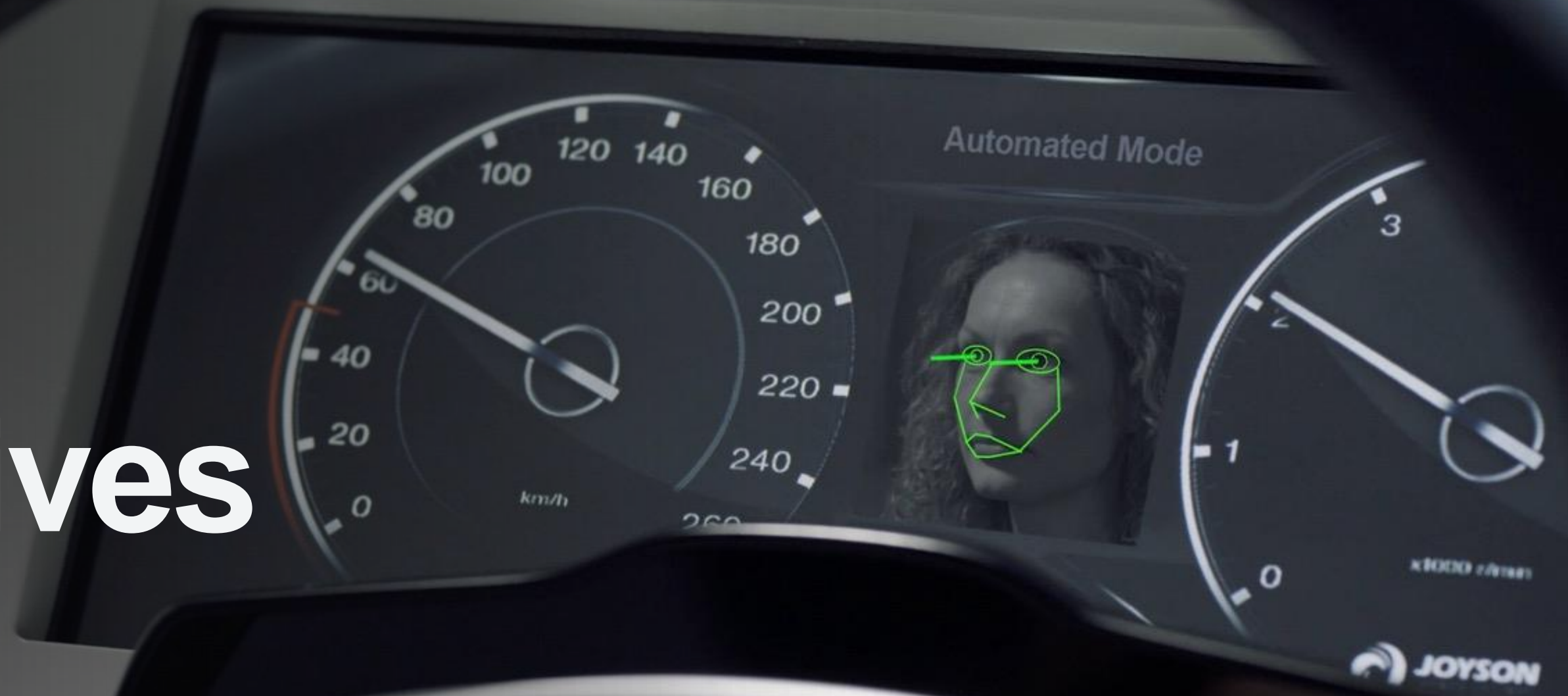
5. Ensure Knowledge and Communication

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We Save Lives



THANK YOU FOR YOUR INTEREST

