



CBS  **Reloaded**

The central graphic features the text "CBS Reloaded" in a large, bold font. The "CBS" is in orange, and "Reloaded" is in black. To the right of "CBS" is a stylized icon consisting of three stacked, overlapping shapes that resemble a modern building or a set of stairs. The background of this section is a light gray with a repeating pattern of the words "Integrate", "Execute", and "Process Flow" in a smaller, lighter font.

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.

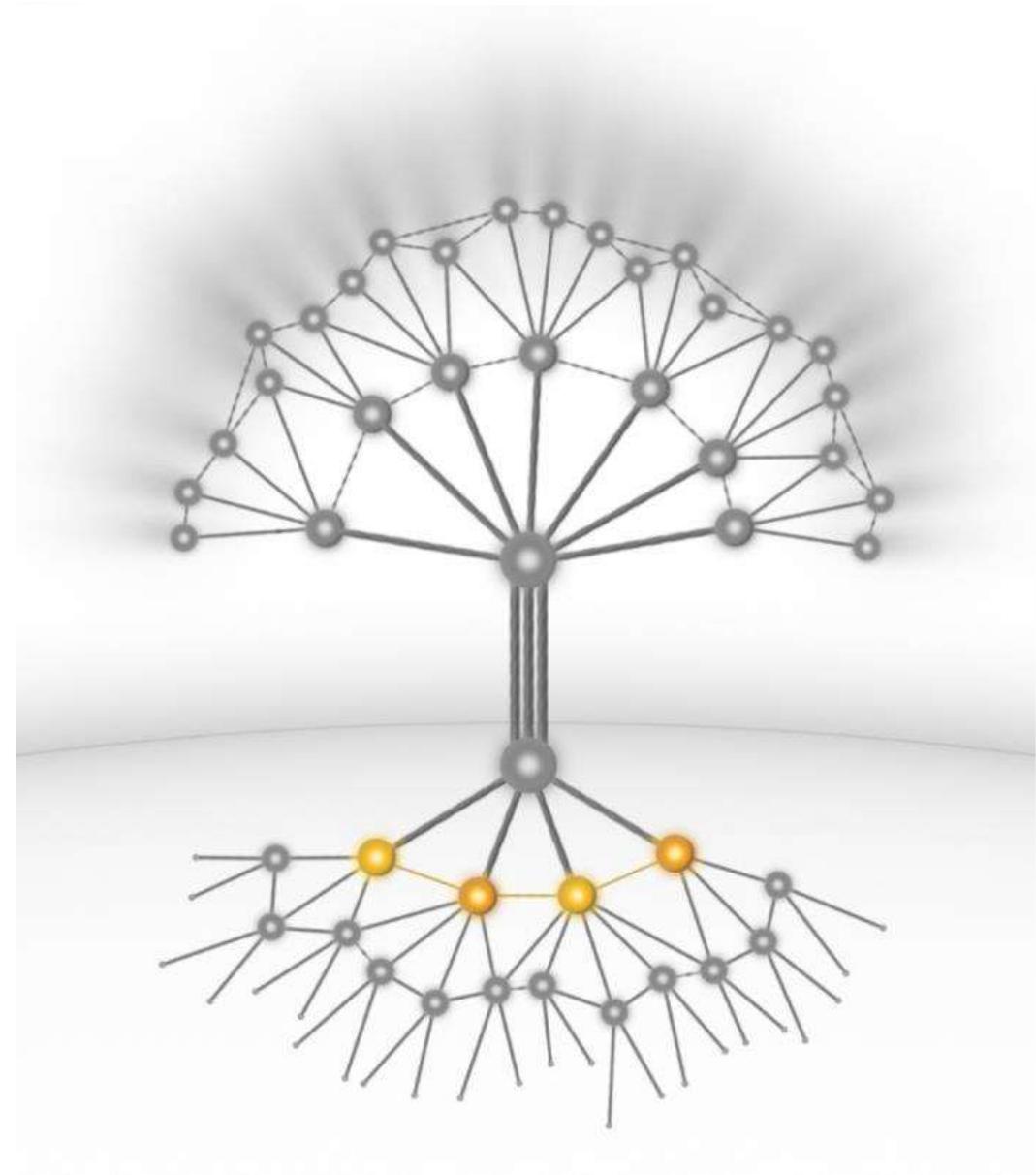
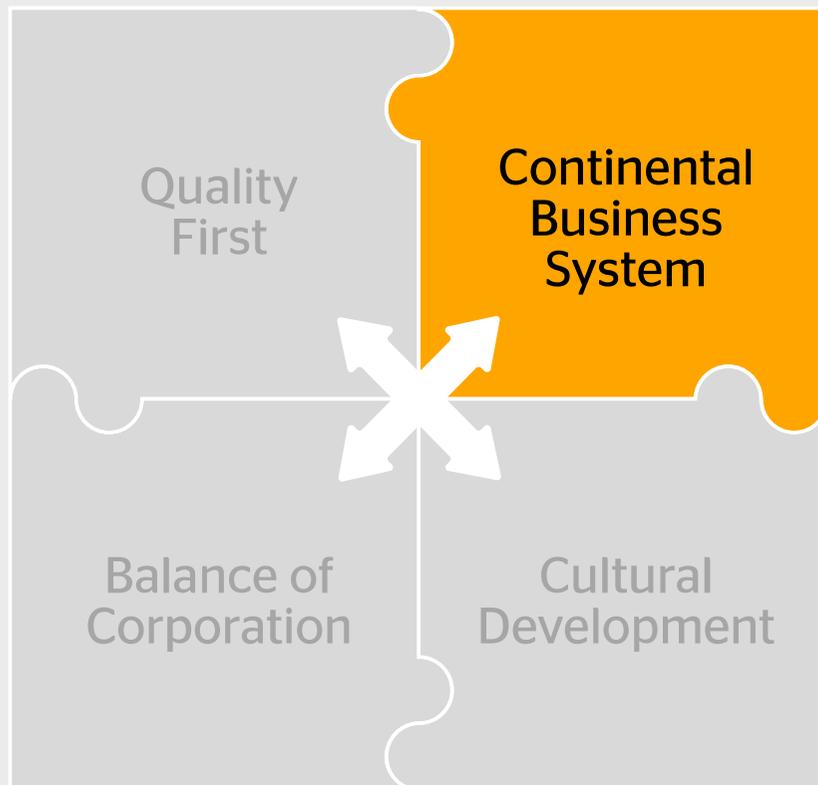
It is an all-embracing structure for all activities geared to improve our operations.

”

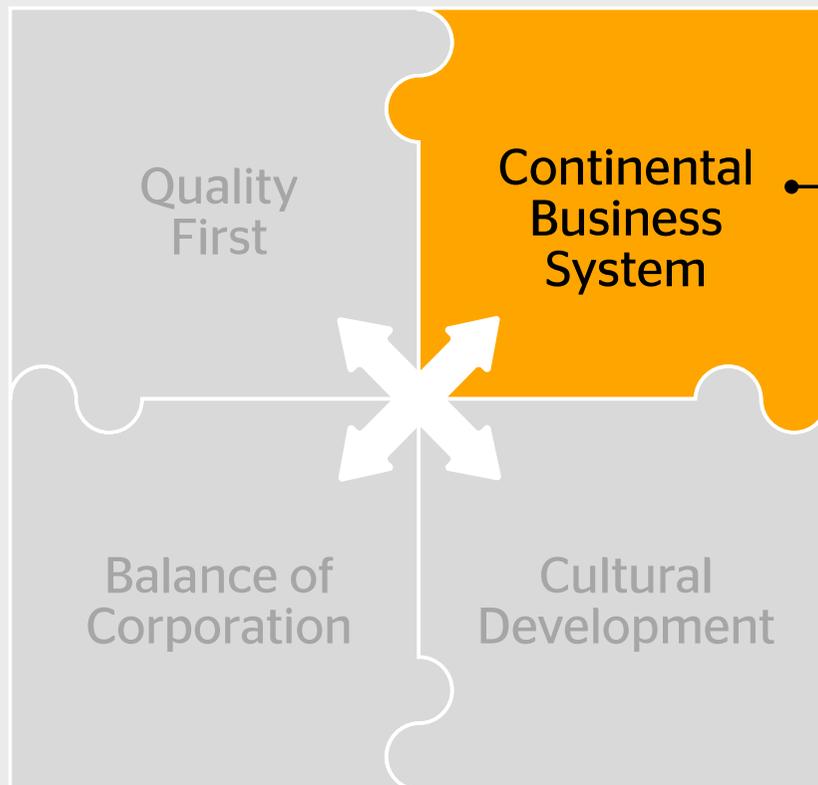
Dr. Elmar Degenhart,
Chairman of the Executive Board of Continental AG



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



Folie 9

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

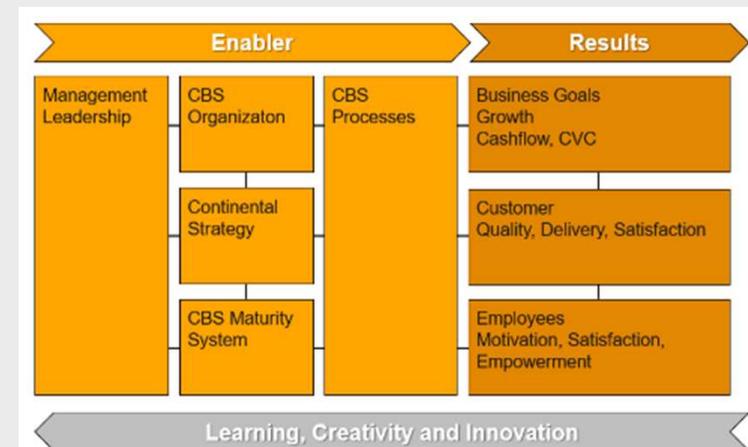


CBS Foundation



Focus on Involvement

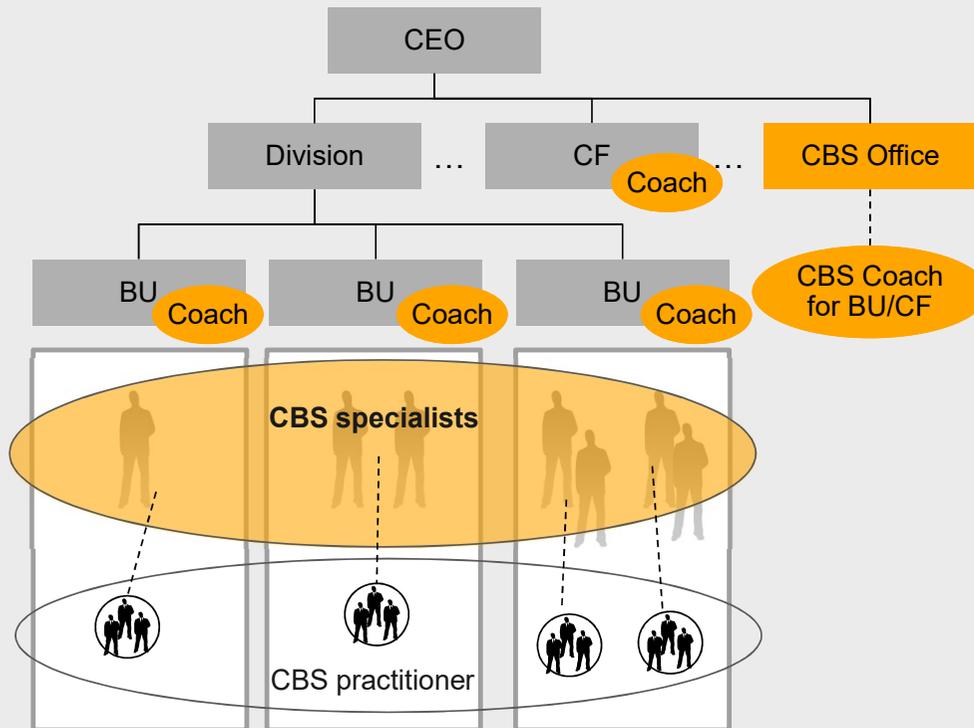
CBS Reloaded



Focus on Sustainability

From CBS Foundation to CBS Reloaded

Support Organization and Network



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

Executing Policy Deployment

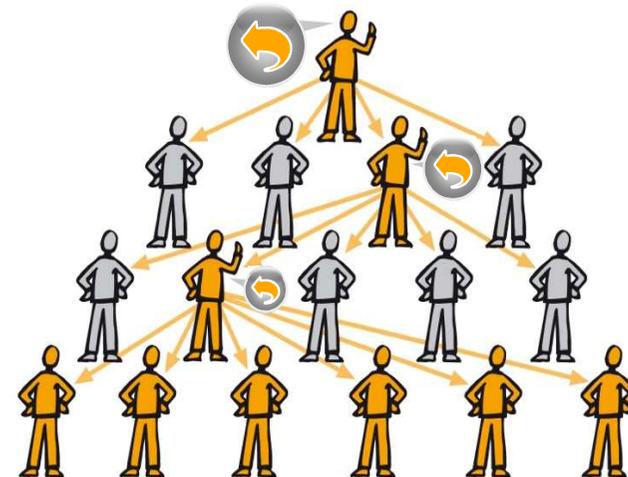
Align the Organization for Strategy Development and Deployment

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

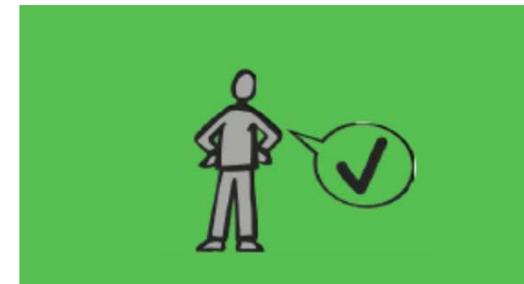
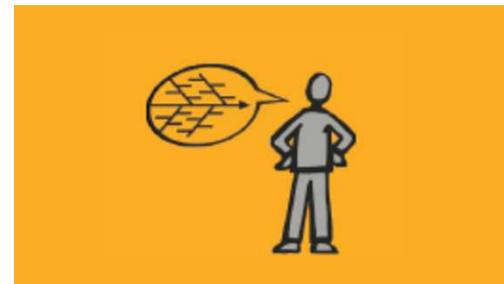
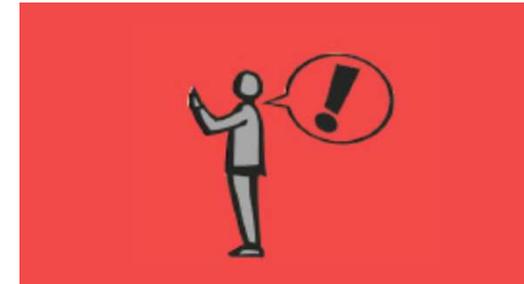
See failures as learning opportunities

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’**

Engineering Kaizen LDP Gemba Educate Mindset
CHANGE Lean Culture
Methods & Standards & Tools
Continuous Improvement
Associates are the source and the key of successful improvement.

CBS

Associate Involvement HEART JOBS All areas
Leaders Coach Continuous Improvement
CiP VISION
WILLINGNESS GOAL
CHALLENGE
VISION
Future
GOAL
Success
Goal

2018