

# BACK TO THE POLE POSITION

Dear Ladies and Gentlemen,

The electrification and digitalization of the automobile offers new business potential beyond the vehicle as a core product, particularly in markets such as mobility, energy supply and the circular economy.

It is not only the automotive industry that can benefit from these growth opportunities. But what steps are necessary for the development of existing value creation structures in those directions? And how can existing strengths be used to achieve and defend leading competitive positions?

In this issue of our newsletter, we present starting points for solving these and other tasks.

Best regards

Your team from ROI-EFESO

## VISION, UNITY AND COURAGE – A RECOMMENDATION FOR ACTION

The transformation of the German automotive industry is a marathon – not a sprint. Find out from Automobilwoche's new "Cockpit Talk" with Jost Kamenik and Dr. Uwe Steinkötter what we currently recommend and what we can learn from Chinese companies.

## RECOGNIZE BUSINESS OPPORTUNITIES

On November 29, we welcome Dr. Michael Karrer, SVP of the ZF Group and Jost Kamenik, GMC member of the EFESO Group, to the stage for a deep dive as part of the "German Sustainability Award" congress in Düsseldorf. We share with you our insights on the topic of "Recognizing opportunities where others only see challenges".

## FLEXIBLE PRODUCTION

With modular manufacturing lines, companies can react more quickly to market changes, use resources more efficiently and reduce costs. We name three aspects that are critical to the success of modular production.

## IMPLEMENTING INNOVATIONS

The BMW plant in Steyr is holding its own against the competition with a holistic Industry 4.0 approach. In our video, the winner of the INDUSTRIE 4.0 AWARD explains how he orchestrates over 200 technologies and masters the digital transformation with his employees.

## REALIGNING VALUE CHAINS

Cross-sector cooperation is key to solving current challenges in the industry. Our expert article highlights starting points for chemical and automotive companies to reduce costs and promote innovation in the context of the circular economy.

