



Commercial  
Vehicles



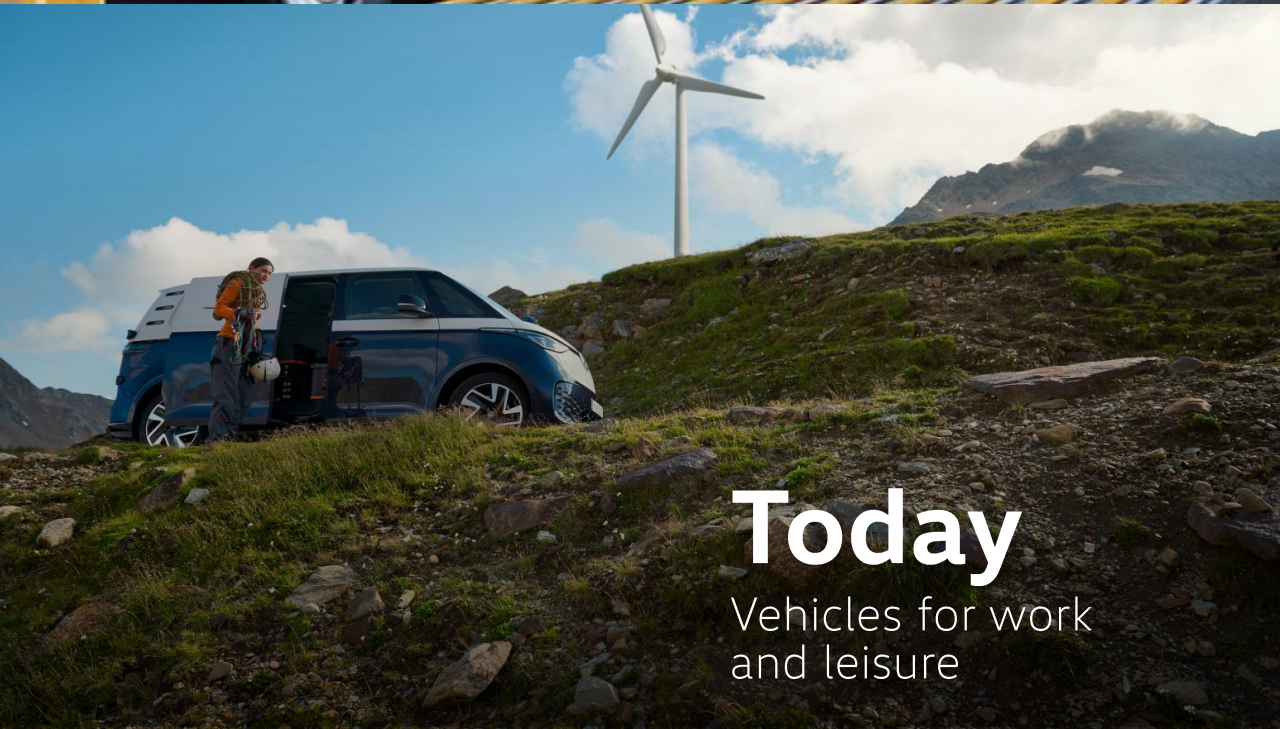
# Transformation Journey @VWCV

Chris Yan & Schahram Khosrawi-Rad

*Volkswagen Commercial Vehicles*

# Origin

Maximum benefit for small and medium-sized enterprises



# Today

Vehicles for work and leisure

# Transformation

Innovative solutions that will significantly shape mobility for the next decade



Commercial Vehicles



# SUCCESS

for B2B



# Our Vision

# WE TRANSPORT

# FREEDOM

for B2C



# FUTURE

with AD MaaS & TaaS



# The current model series From the Amarok to the T model

**ID. Buzz Pro** short wheelbase 210 kW 79 kWh 1-speed automatic | Electricity consumption combined: 19.0 kWh/100 km and CO<sub>2</sub> emissions combined: 0 g/km | CO<sub>2</sub> class: A | Can contain selectable options

**Multivan 1.5 eHybrid OPF 4MOTION** 130 kW 6-speed DSG i | Weighted energy consumption combined: 21.9 kWh/100 km plus 0.8 l/100km | Fuel consumption with discharged battery combined: 7.5 l/100km | Combined weighted emissions: 18 g/km | CO<sub>2</sub> class weighted combined: B | CO<sub>2</sub> class with discharged battery: F



**Caddy eHybrid:** Power consumption, weighted, combined: 18.3-19.4 kWh/100 km; Fuel consumption, weighted, combined: 0.4-0.5 l/100 km; electric range, combined: 113-122 km; CO<sub>2</sub> emissions, weighted, combined: 10-12 g/km; Fuel consumption with discharged battery, combined: 6.1-6.6 l/100 km; CO<sub>2</sub> emissions with discharged battery, combined: 139-151 g/km; CO<sub>2</sub> class(es): B-E



**ESG is our DNA** We are guided by sustainability in all we do.

**WE MOVE  
ALL OF SOCIETY**



**WITH  
RESPONSIBILITY  
AND INCLUSION**



**FOR A FUTURE  
WORTH LIVING IN**



# Megatrends

## SUSTAINABILITY



## URBANISATION



## AI & DIGITALISATION



## SOCIETAL SHIFT





Growth



Responsibility



Innovation



People & Performance



Commercial Vehicles



**ID. Buzz Pro:** Combined power consumption in kWh/100 km: 22.0–20.7; combined CO<sub>2</sub> emissions in g/km: 0. CO<sub>2</sub> class: A.



**ZERO**  
Volkswagen way to



Commercial Vehicles





**~13.900  
employees**

**52% direct  
43% indirect  
5% apprentices**



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Vehicles


Overarching trends that drive our Workforce Transformation:

Electrification, Digitalization & AI,  
Automation, New Business Models





**7.8% higher productivity in the manufacturing industry through the use of AI** – Google and IW Consult study, Germany, 2023



**Up to 20 % efficiency gain through automation on the shopfloor**  
Fraunhofer IAO



**WORLD ECONOMIC FORUM**

**> 50% of all employees will have to be newly qualified by 2025**

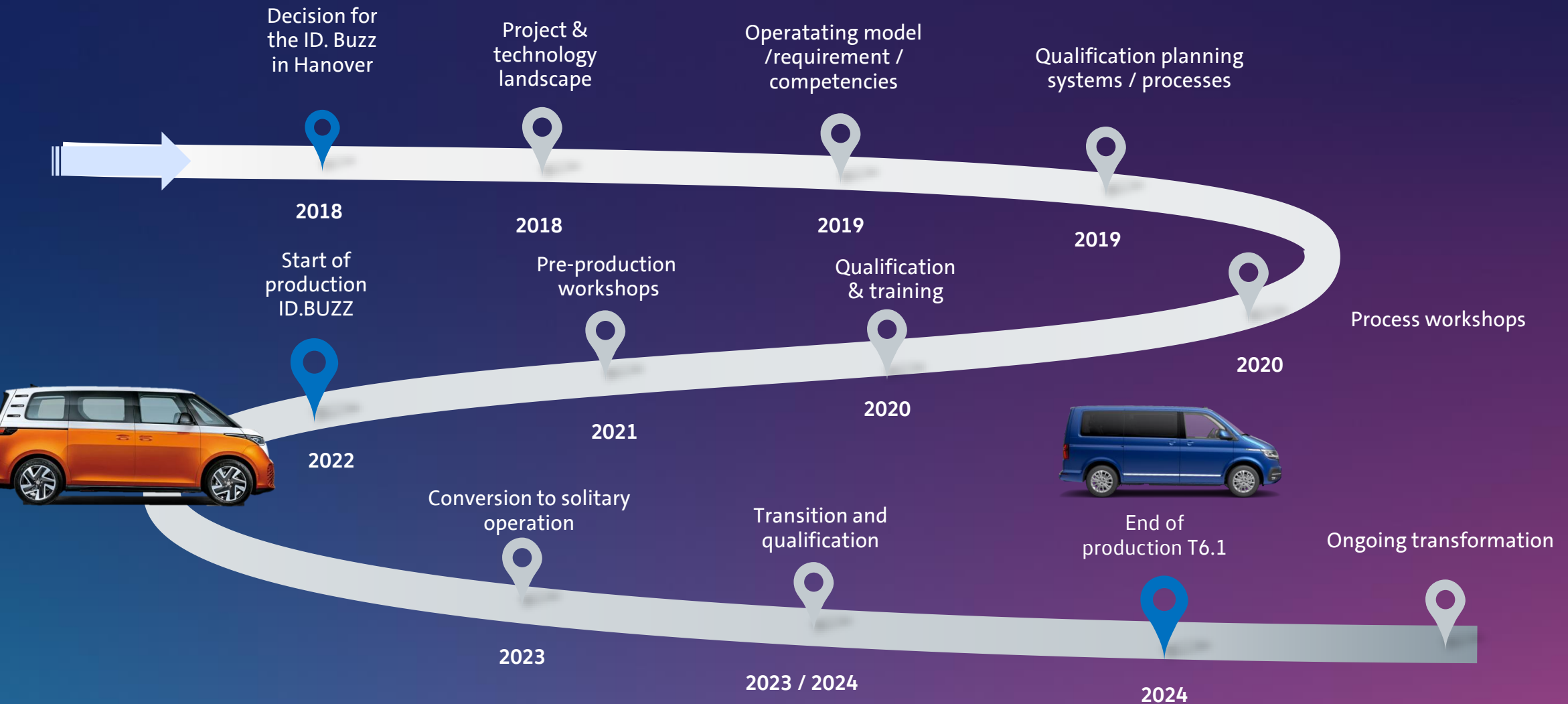


**"Up to 40% less vertical integration through the transition from ICE to BEV."**

“Workforce transformation can be defined as **realigning a company’s employee base** to ensure its **skills match organizational needs.**”

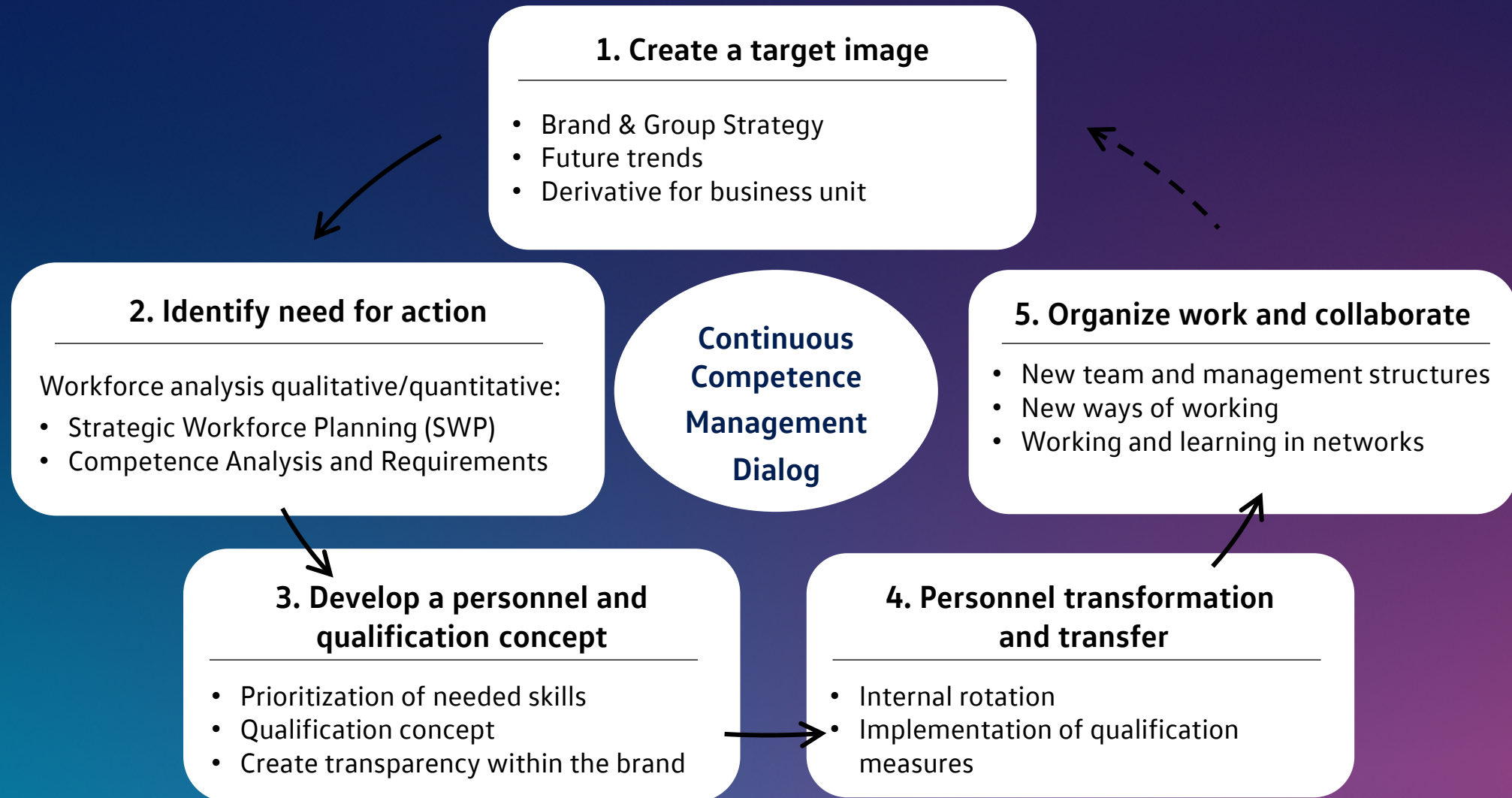


# Transformation Roadmap VWCV



# Strategic workforce planning as transparency-booster

Iterative process to identify the most important needs for action



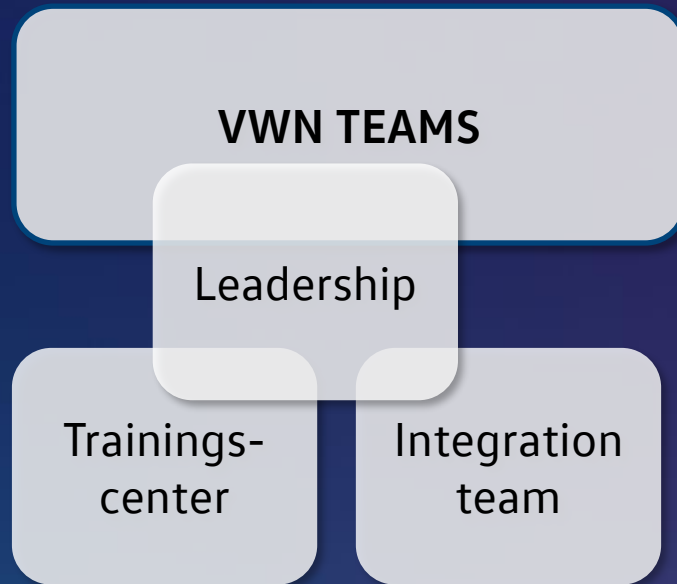
# Success factors of our workforce transformation

- Leadership trainings
- „Begeistert Unterwegs“
- „Meisterwerkstätten“ for shopfloor managers
- „Bulli Garage“
- Farewell Event End-of-Production T6.1
- Communication formats: Videos, Interviews, Success Storys

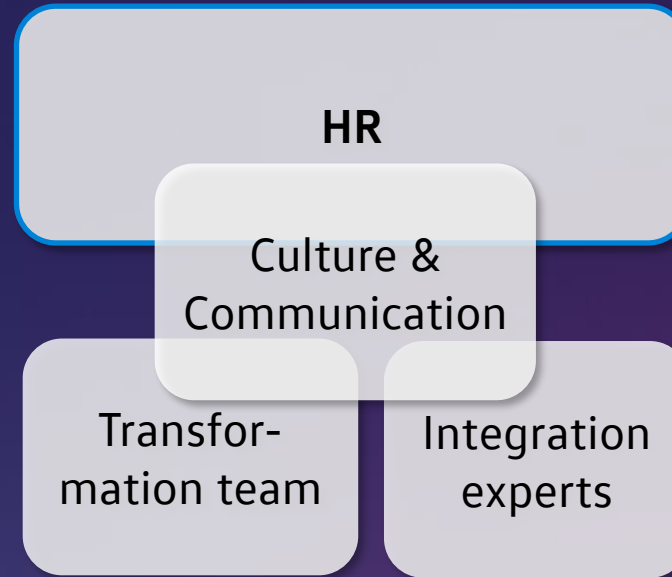
- Strategic Workforce Planning (SWP)
- Learning Experience Platform - LXP
- Augmented Reality trainings
- AI-trainings: Co-Pilot October
- New Work Places & Collaboration Spaces
- **Agile team facilitation**
- **People coaches**

- Qualification paths
- Upskilling
- Reskilling
- Blended learning formats

# Transformation is teamwork



- Onboarding
- Processes



- Leadership/ team / employee support
- Analysis of qualification needs - SWP
- Process support

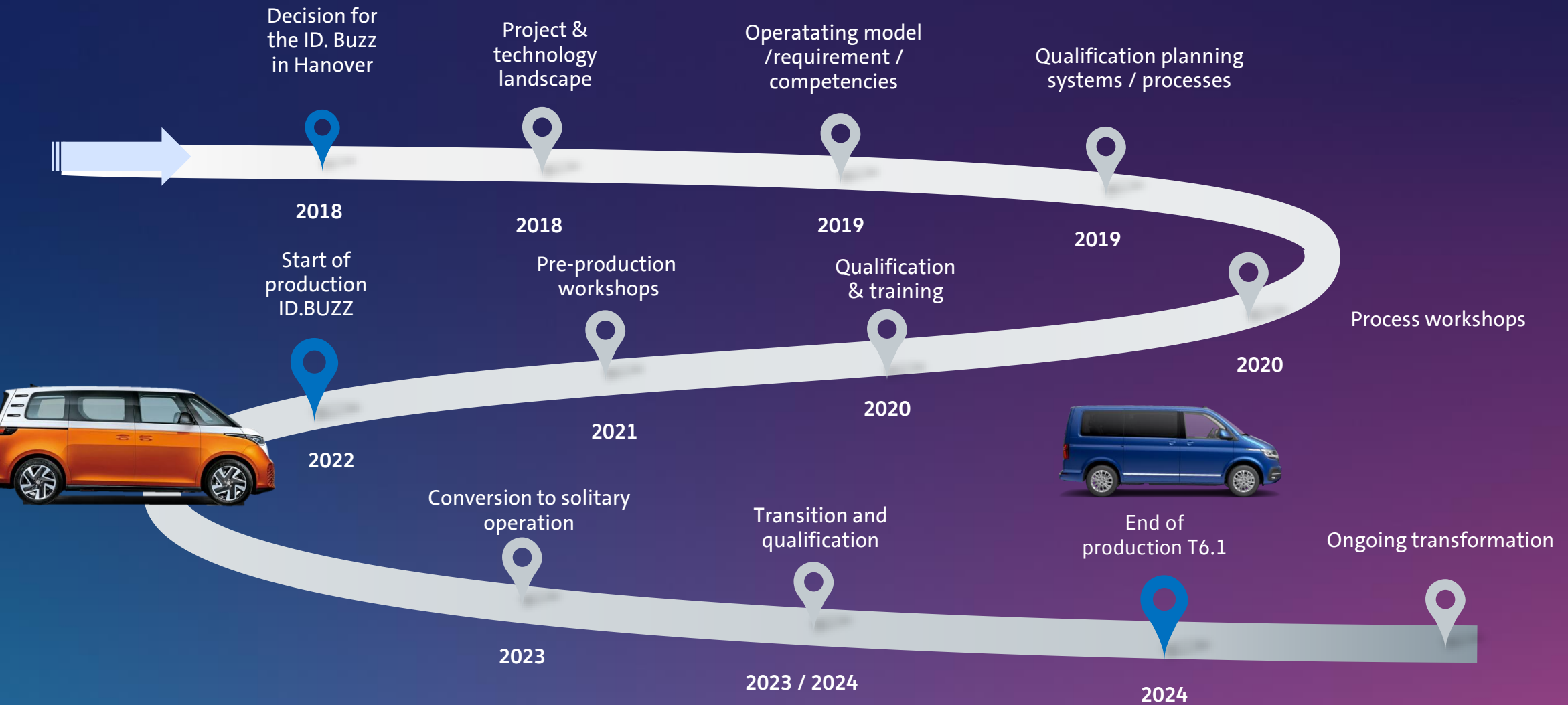


- Technical qualification
- Training for third-party systems
- Steering of external training suppliers
- Vocational training





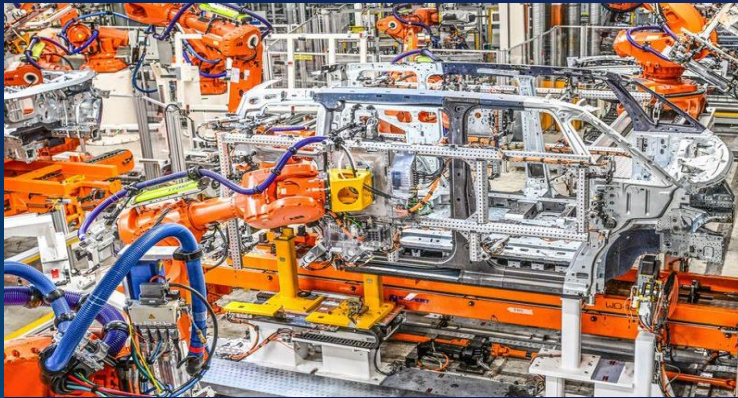
# Transformation Roadmap VWCV



# Qualification formats at VWCV for the ID. BUZZ

Various qualification fields by different qualification suppliers

## Technical qualification



Qualifier: Volkswagen Academy

Qualification of factory workers and maintenance in all trades of vehicle production.

Expert Qualification

556 employees

## Product Qualification



Qualifiers: Volkswagen Academy and Training Center

Each product has its own special characteristics and its own vehicle-electronics architecture.

Expert qualification high voltage (Academy)

304 employees

## Process Qualification



Qualifier: Training Center

Employee focused training during Start Of Production-phases/ model changes

Takt-training and quality training

Teamwork

Production system

1.469 employees



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# Overview of high-voltage and Battery-electric-vehicle qualification

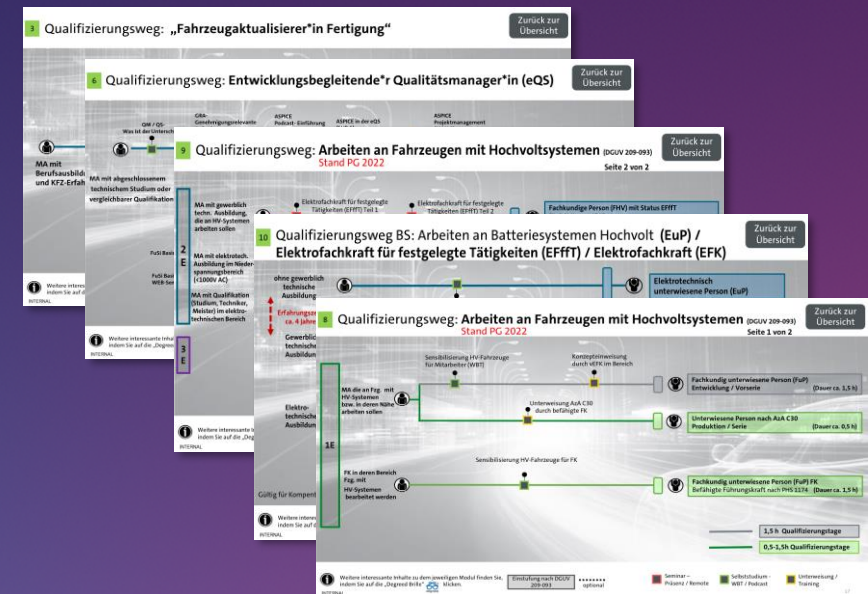
## Focus on manufacturing e.g. construction, commissioning

### Development of qualification tracks

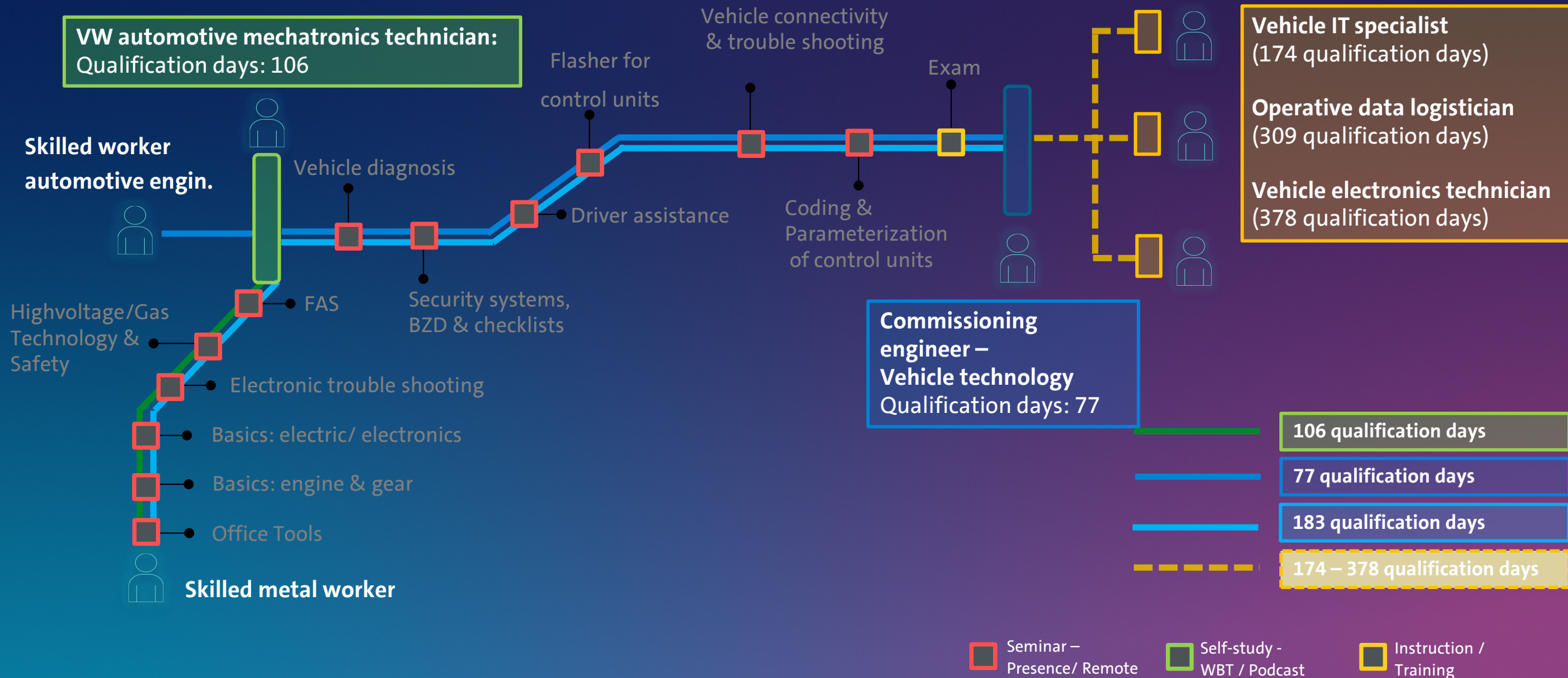
1. "VW Automotive Mechatronics Technician (VWAMM);
2. Commissioning Technician (IBN) as well as Future Electric/Electronic Programme (FEEP)
3. Qualification path: 'Vehicle Updater in Production'
4. Qualification path: Development Accompanying Quality Manager (eQS)
5. Qualification path: Working on Vehicles with High Voltage Systems (DGUV 209-093)
6. Qualification path for Battery Systems: Working on High Voltage Battery Systems (EuP) / Electrician for Specified Tasks (EfffT) / Electrician (EFK) (For the component at the Hannover site)"

*From 0,5 up to 378 qualification days*

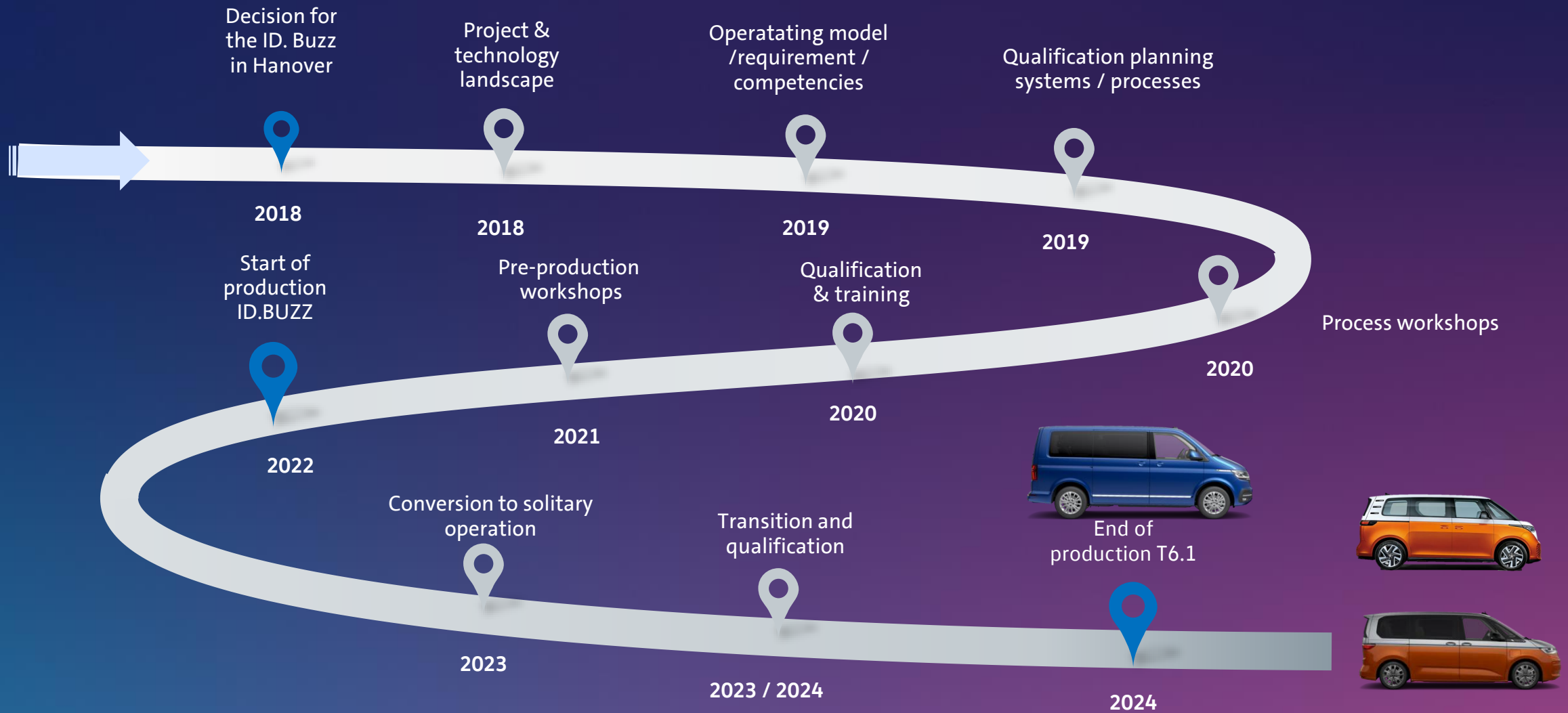
*5 of the most common qualification tracks set up by our academy to reskill our workforce to meet current needs.*



# Qualification track: “VW Automotive Mechatronics Technician”; “Commissioning Engineer” and “Electric/Electronics Programme Specialist”



# Transformation Roadmap VWCV



# Phase out of our ICE product portfolio - End Off Production T6.1

Early qualification phase / Prephase T7 & ID. BUZZ



Press shop

Discontinuation  
press shop T6.1



Body shop

Discontinuation  
body shop T6.1



Paint shop

Reduced variety



Assembly

Reduced complexity &  
variety



Logistics

Reduced complexity &  
variety

**2,700 internal and cross-departmental transitions across all trades:**

cross-departmental: 430 employees

/ internal: 730 employees /

1,580 upskilled



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# Transformation direct workforce

## 1. | Phase

### Focus on redeployment

- Around 430 employees transferred across divisions (approx. 276 regular process, approx. 154 special process).
- Not all employees are yet fully qualified.
- Not all employees arrive at their designated workplaces.

## 2. | Phase

### Focus on operability

- Joint focus on integration processes in the CCs.
- Support for local shop floor managers in critical areas.
- Further staff transfers required.
- Transition to regular integration processes

## 3. | Phase

### Focus on reduction of integration workplaces

- Reduction of integration jobs (1:1/2:1/3:2)
- Conversion of the employees into regular jobs

## CHALLENGE

- Longer qualification periods,
- Phase-out of 1,200 temporary contractors as of 30th June, '24

- Deployment of performance-converted employees,
- Sustainable workplaces



# Success factors in the transformation of our direct employees



Comprehensive onboarding at the training center



Continuous communication with the team



Off / Onboarding Training for shop floor managers



Provision of guidelines, FAQs and consultation hours



Support for applications



Interview support/shadowing





# Transformation indirect workforce

# Transformation indirect workforce

## Qualification profiles

Electronic engineering  
planner

Cyber Security in  
Commercial Vehicles Sales

Cyber Security

**29**

**Newly established  
Qualification tracks  
2.675 employees  
qualified**

Financed with dedicated  
qualification funding

Digital Knowledge

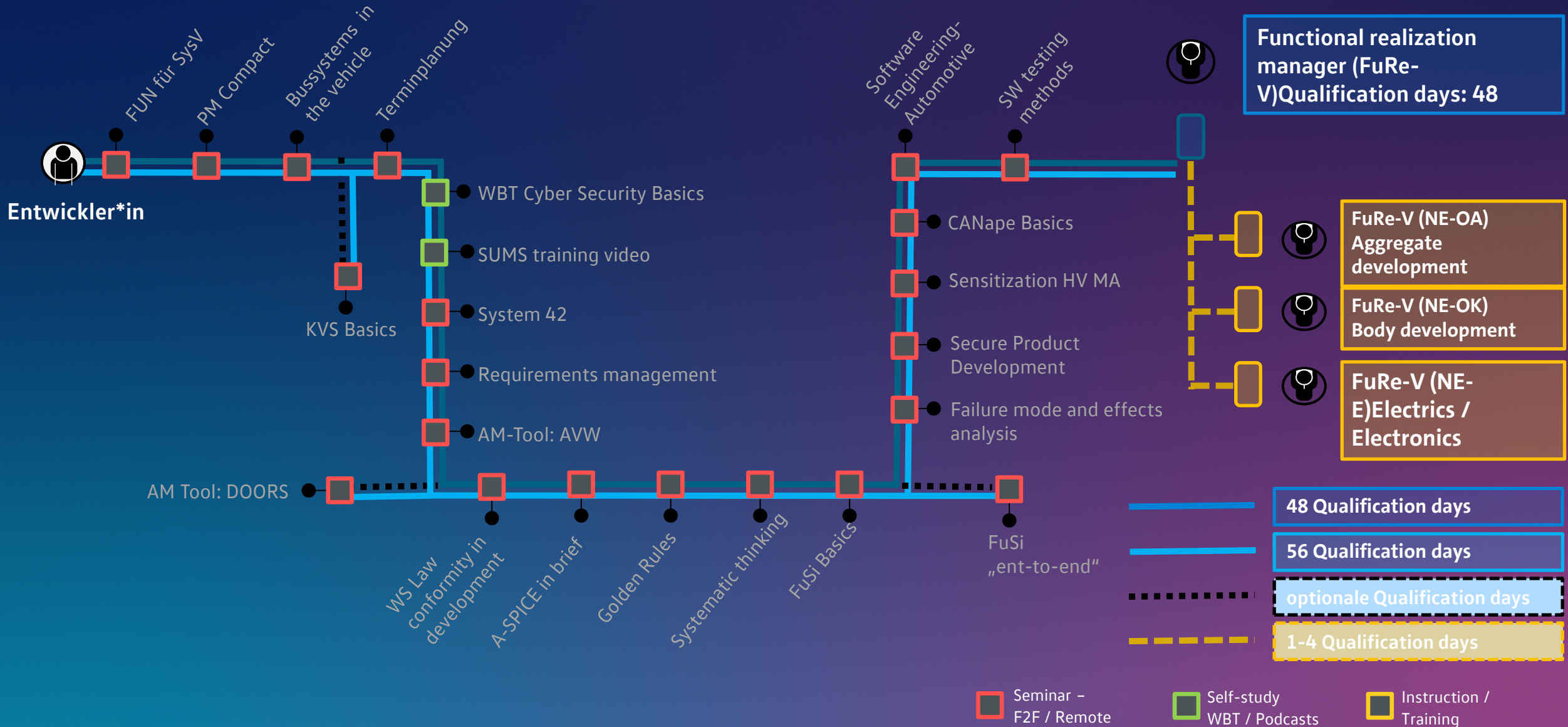
Junior-/ Data Scientist

Functional Realization  
engineer

Business Architect



# Qualification track: Functional Realization Manager ( FuRe-V)



# VWN must bridge the gap between staff reduction/re- and upskilling

Job requirements for new business areas



Continuous monitoring of future skills & requirements



Downsizing along the demographic curve and rightsizing in current business areas



# Transformation indirect workforce

## GRIP target VWCV and supporting activities

### Strategic targets

SET THE SCENE

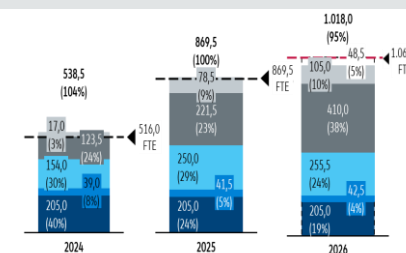
Top down setting of structural goals including breakdown into departmental goals

Definition of core business functions through strategy & Strategic Workforce Planning

### Organizational structure

RIGHTSIZE THE ORGANIZATION

Organizational rightsizing



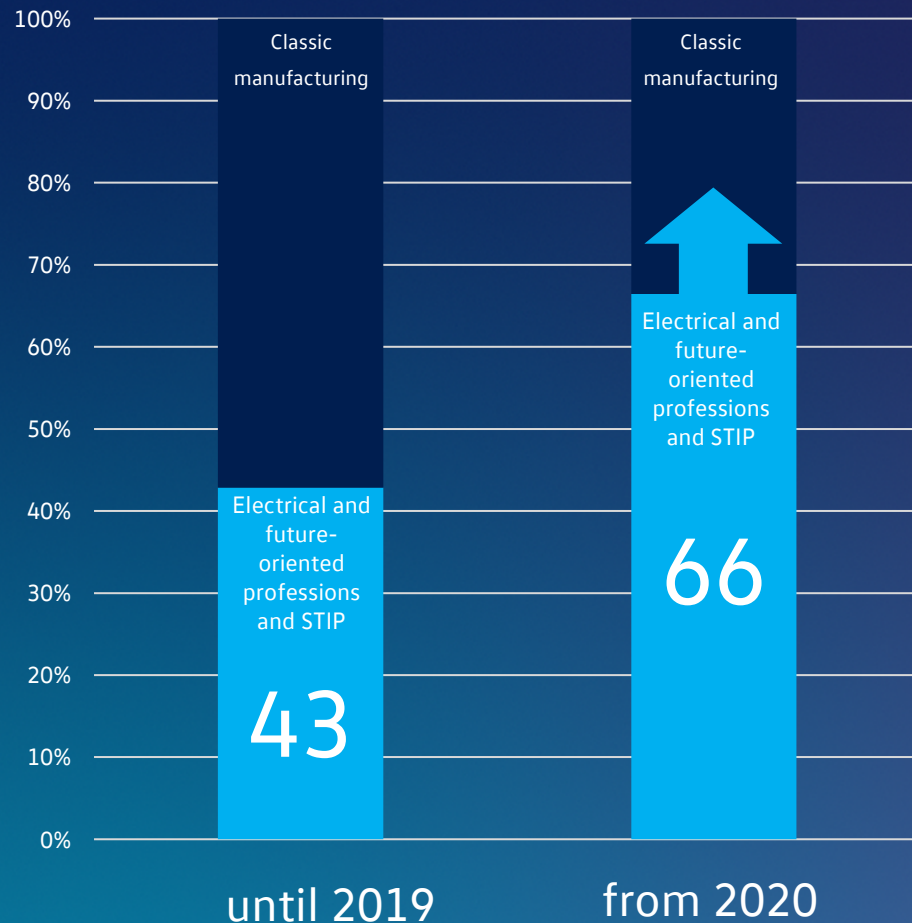
### HR Tools

FOCUS ON THE PEOPLE

- Demographic curve
- Re- upskilling to fill open vacancies
- Partial retirement programs
- Termination agreements



# Our apprentice program is constantly adapting to the current needs



## Target area:

- Classic manufacturing

- Industrial mechanic
- Warehouse logistics specialist
- ...

## Target area:

- Electric/electronic competencies
- High-voltage manufacturing
- Special functions job cluster
- Digital assistant and processes

- IT specialist
- Mechatronics engineer
- Mechatronics technician high-voltage
- Electronics technician for automation technology
- Business man for digitization management
- ...



# Campus Digitalisation: Even our youngest employees are breaking new ground in training and further education



