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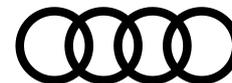
## **Clever idea, clever implementation: Audi implemented thousands of employee ideas in 2019**

- **Audi Ideas Program once again delivered positive results last year**
- **Savings of more than EUR 100 million achieved for the third time in a row**
- **Marcus Schulte, Head of the Audi Ideas Agency: “Audi employees never get tired of advancing our company with many creative suggestions”**

**Ingolstadt/Neckarsulm, January 31, 2020 – On average, one in three Audi employees took part in the Audi Ideas Program in 2019 and submitted a suggestion for improvement. Of the roughly 22,500 ideas that were submitted in total, the company implemented more than 12,500 suggestions. This allowed Audi to save EUR 101.3 million at the Ingolstadt and Neckarsulm sites in 2019 and break the sound barrier of EUR 100 million for the third year in a row. EUR 7.4 million were returned to the employees in the form of bonuses in 2019.**

“Ideas aren’t low-hanging fruit anymore these days. Many things have already been improved, and a lot has been implemented. And yet: Our Audi employees are not running out of steam; they keep finding plenty of ways to advance our company. In light of the transformation of the automotive industry in particular, this commitment demonstrated by my colleagues is invaluable,” says Marcus Schulte, Head of the Audi Ideas Agency. Klaus Mittermaier, Chairman of the General Works Council of AUDI AG, adds: “Nobody knows the products and processes at Audi better than those who work here. The Audi employees point out where there is room for improvement or savings potential and thereby help the company save more than EUR 100 million per year. That is truly a remarkable achievement.”

The range of ideas that are submitted is wide – and it is often topics and processes in everyday work procedures that Audi employees tackle with their creative ideas. One example of a concrete improvement that makes work much easier at the company with the four rings is the “Audi Meeting Assistant” that was programmed by computer scientist Michael Luja. Mr. Luja normally works in Development Convenience Electronics – control units are his daily bread. Some time ago, the 35-year-old had an idea that now makes scheduling a lot more efficient for many of his colleagues. The Audi employee had long since been annoyed at how complicated it could sometimes be to enter appointments and meetings in the electronic calendar. It sometimes felt like you were going in circles: If the room was available, the time didn’t suit some participants, and if the participants were all available, there was no room to be found. “As a computer



scientist, you think about these things because you know it should really be easier than that,” says Michael Luja. He programmed his prototype for the “Meeting Assistant” in just three weeks and submitted it to the Audi Ideas Program. This is how he came into contact with the IT department. Together with the experts, Michael Luja worked on further developing the Meeting Assistant, allowing other Audi employees to benefit from his idea today, too.

**More information on the Audi Ideas Program Historical background and international ideas**

Audi has had an employee suggestion system since 1967. The Audi Ideas Program in its current form has existed since 1994. It is a participation program that allows all employees to contribute to the further development of their company. When it comes to ideas management, Audi relies on lean processes: The specialist areas responsible review the suggestions submitted by the employees in a decentralized way and decide directly whether the ideas are to be implemented. An online tool informs the Audi employees of the progress of this process and ensures the necessary transparency and process reliability. And internal Ideas Agency offers advice to the employees and carries out regular competitions and campaigns. The Audi Group has also established ideas programs at its international sites. The employees in Brussels, Győr, and San José Chiapa submitted a total of more than 11,000 ideas in 2019. This allowed the company to save more than EUR 40 million.

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The Audi Group, with its brands Audi, Ducati and Lamborghini, is one of the most successful manufacturers of automobiles and motorcycles in the premium segment. It is present in more than 100 markets worldwide and produces at 17 locations in 12 countries. 100 percent subsidiaries of AUDI AG include Audi Sport GmbH (Neckarsulm), Automobili Lamborghini S.p.A. (Sant’Agata Bolognese, Italy) and Ducati Motor Holding S.p.A. (Bologna, Italy).

In 2019, the Audi Group delivered to customers about 1.846 million automobiles of the Audi brand, 8,205 sports cars of the Lamborghini brand and 53,183 motorcycles of the Ducati brand. In the 2018 fiscal year, AUDI AG achieved total revenue of €59.2 billion and an operating profit before special items of €4.7 billion. At present, approximately 90,000 people work for the company all over the world, more than 60,000 of them in Germany. Audi focuses on sustainable products and technologies for the future of mobility.

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