The ASSA ABLOY Group is the global leader in access solutions. Every day we help people feel safe, secure and experience a more open world.

Searching for the Corporate Unicorn

A customer centric approach to doing the right thing

About Us

Our divisions

Product offering	Organization			% of Group Sales
Door openings and access control	Opening Solutions Americas **27%**	Opening Solutions EMEIA **17%**	Opening Solutions Asia Pacific **7%**	▶ **51%**
Identification and access management	Global Technologies (HID and Global Solutions)			▶ **16%**
Entrance automation	Entrance Systems			▶ **33%**

Global leader in access solutions
Operate in 70+ countries
61 000 Employees
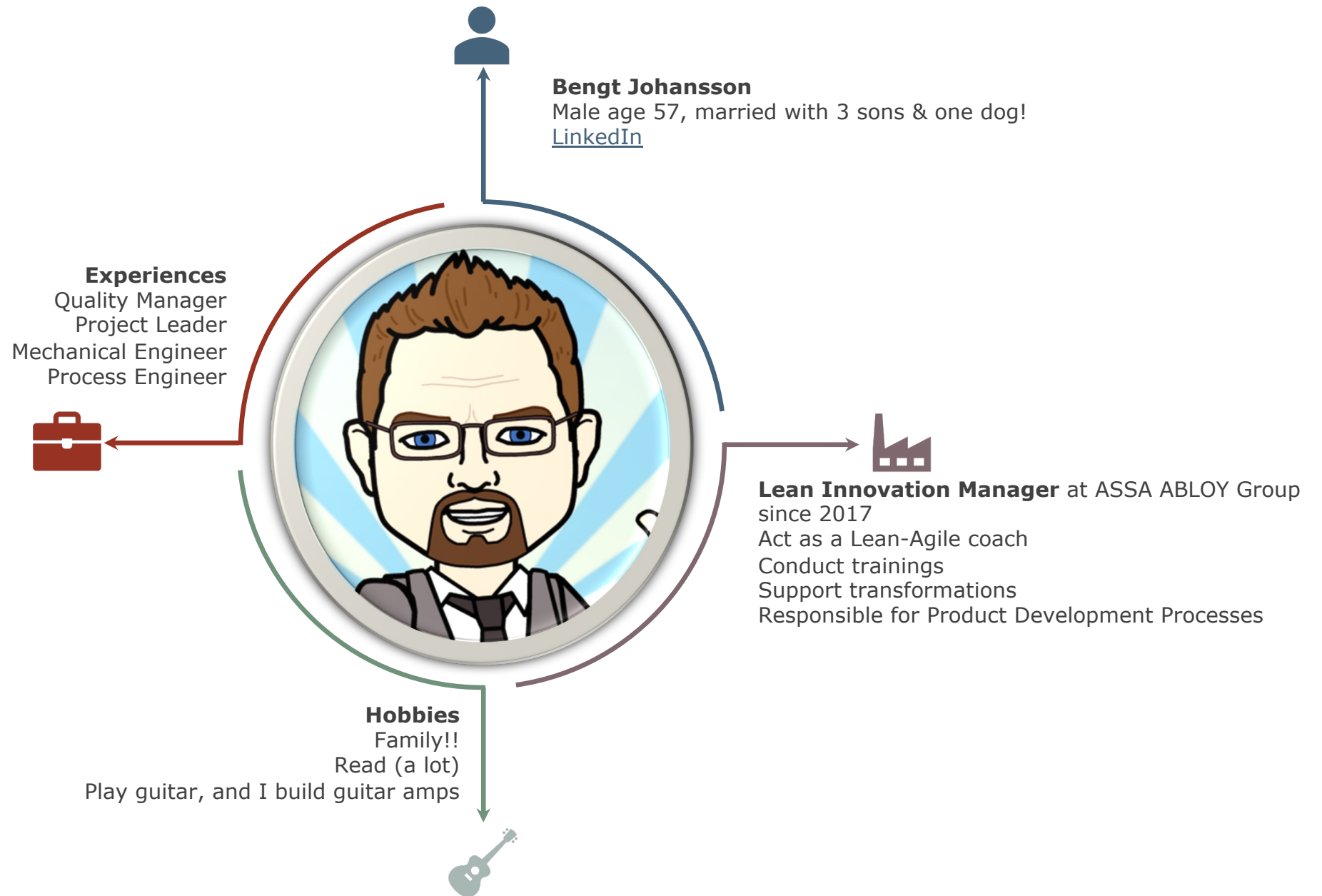12.3 billion EUR sales

ASSA ABLOY

Our Offering
Our portfolio includes a complete range of access solutions.
Our offerings are delivered separately or combined to form a complete, full-service access solution.

- Entrance Automation
- Master key systems
- Access control
- Authentications
- Location services
- Data and analytics
- Identities

A Global Group
>1 000 sites
>180 R&D Centers
~ 200 Production Facilities

ASSA ABLOY

About Me

Bengt Johansson
Male age 57, married with 3 sons & one dog!
LinkedIn

Experiences
Quality Manager
Project Leader
Mechanical Engineer
Process Engineer

Lean Innovation Manager at ASSA ABLOY Group since 2017
Act as a Lean-Agile coach
Conduct trainings
Support transformations
Responsible for Product Development Processes

Hobbies
Family!!
Read (a lot)
Play guitar, and I build guitar amps

Lean Governance

Strategy Formulation

Strategic Level

Vision

Generation Planning

Product & Technology Roadmaps

Product Portfolio

Tactic Level

Project Portfolio Management

Lean Portfolio Management

Lean Execution

Execution Level

Gateway Process

Project Planning & Delivery

Quarterly Planning

Agile Planning & Delivery

Satisfied Customer

Processes & Methods

Roles & Responsibilities

Metrics

ASSA ABLOY

"I skate to where the puck is going to be, not where it has been"

Wayne Gretzky
Hockey Legend

ASSA ABLOY

Generation Planning

What is the next generation of offerings?
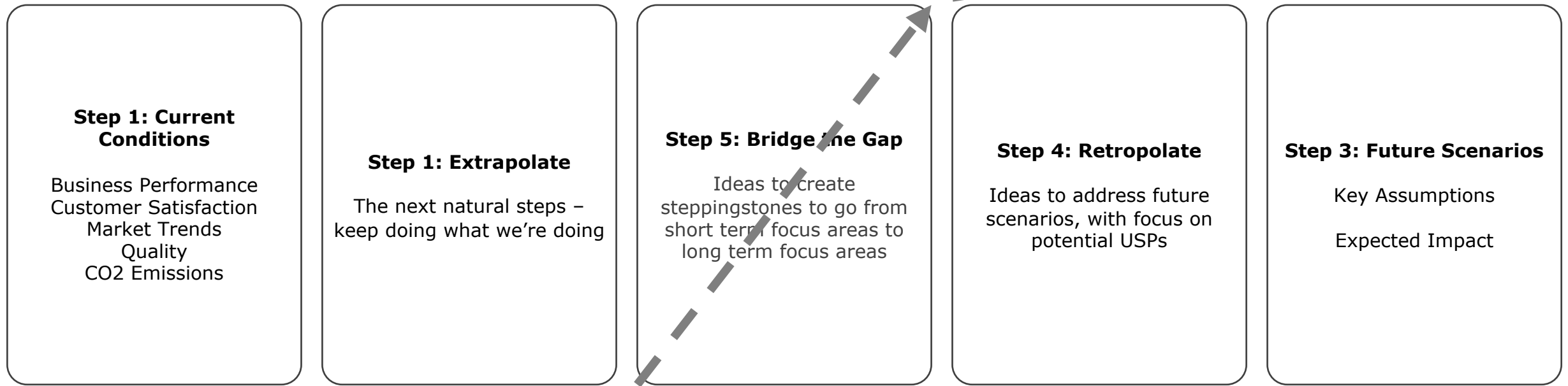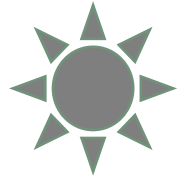
Step 1: Current Conditions

Business Performance
Customer Satisfaction
Market Trends
Quality
CO_2 Emissions

Step 1: Extrapolate

The next natural steps – keep doing what we're doing

Step 5: Bridge the Gap

Ideas to create steppingstones to go from short term focus areas to long term focus areas

Step 4: Retropolate

Ideas to address future scenarios, with focus on potential USPs

Step 3: Future Scenarios

Key Assumptions

Expected Impact

ASSA ABLOY

Topic:	Team:	Date:

	Now	Short term	Mid term	Long term	**Step 3:** Define successful future scenario

Step 1:
Define current state
Where are we now?
(compared to vision)

Step 2:
Extrapolate
What are the next natural steps from where you are today

Step 5:
Connect the short & long term
Enter ideas here to create stepping stones to go from the short term focus areas to the long term focus areas

Step 4:
Retropolate
Enter ideas here to address future scenarios with focus on potential future USPs

Short Term Focus Area 1

Mid Term Focus Area 1

Long Term Focus Area 1

Future scenario 1

Key assumptions

Expected impact

Short Term Focus Area 2

Mid Term Focus Area 2

Long Term Focus Area 2

Future scenario 2

Key assumptions

Expected impact

Short Term Focus Area 3

Mid Term Focus Area 3

Long Term Focus Area 3

Future scenario 3

Key assumptions

Expected impact

Internal

ASSA ABLOY

Now   Short term   **2001**   Mid term

Step 1:
Define current state
Where are we now?
(compared to vision)

Step 2:
Extrapolate
What are the next natural steps
from where you are today

Step 5:
Connect the s...
Enter ideas h...
stepping sto...
short term f...
term focus...

Step 3: Define successful future scenario

Future scenario 1

...y assumptions

...a barrier for

Short Term Focus Area 1

Be able to digitally change the code

CLIQ®

Short Term Focus Area 2

Short Term Focus Area 3

Mid Term...

Re...
wi'...
k...

Mid Term Fo...

Replace key with card

Mid Term Focus Area 3

Remotely change the code

Long Term Focus Area 3

Retro fit for installed base

SAME OLD CUSTOMERS
SAME OLD DOORS
SAME OLD NEED

Locksm... ...ess declines

Expected impact

Loss of sales

Generation Plan – [Area X]

Market

2024-2025: [Theme 1]

2017

2026-2028: [Theme 2]

2029-2030: [Theme 3]

TEMPLATE

Products
Area A
Area B
Area C
Area D

Platforms
Platform A
Platform B
Platform C

Technologies /Capabilities

Support & Aggregation

Generation Planning Toolbox

Generation Planning is a long-term scenario-based portfolio strategy providing direction and guidance to product and technology roadmaps. This toolbox provides guidance, templates and hands on instructions that help you facilitate a successful generation planning process.

Introduction to Generation Planning

In this section you will get an introduction to the generation planning process, its different steps and how they connect, how the generation plans relate to and support other key processes in our organization, and how your organization will benefit from the process itself and the actual outcome.
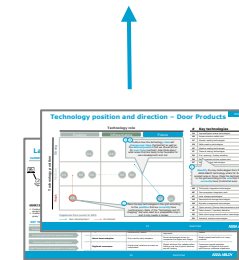
Material:

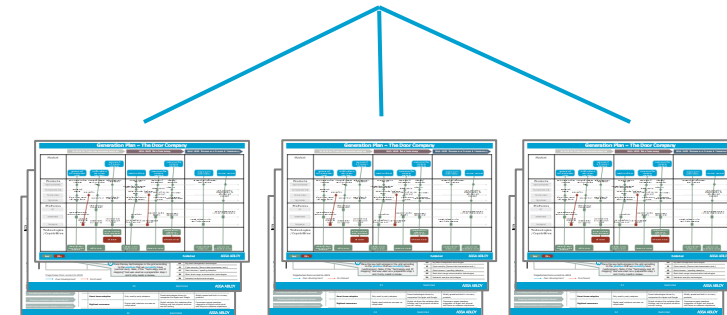- Introduction to Generation planning (PDF)

Step 0: Preparations

Group

- Technology strategies
- Common insights and knowledge gaps
- Investments & acquisitions

Division

BU/BA

ASSA ABLOY

Now

Step 1:
Define current state
Where are we now?
(compared to vision)

SAME OLD
DOORS
SAME OLD NEED

Short term | 2001

Step 2:
Extrapolate
What are the next natural steps
from where you are today

Short Term Focus Area 1

Be able to digitally change the code

CLIQ®

change the code

Mid term | 2008

Step 5:
Connect the short & long term
Enter ideas here to create
stepping stones to go from the
short term focus areas to the long
term focus areas

Mid Term Focus Area 1

Replace with card, but keep key back-up

Long term | 2017

Step 4:
Retropolate
Enter ideas here to address
future scenarios with focus on
potential future USPs

Long Term Focus Area 1

Fully digital

Long Term Focus Area 2

Make it easier to install

Long Term Focus Area 3

Retro fit for installed base

Step 3: Define successful future scenario

Future scenario 1

Key assumptions

Cost is a barrier for installation

Expected impact

Resistance to upgrade

Future scenario 2

Key assumptions

People want slimmer design

Expected impact

No need for escutcheons

Future scenario 3

Key assumptions

Locksmith business declines

Expected impact

Loss of sales

ASSA ABLOY

What a nice sense of freedom! We have this installed in our entire office and it's great.

It was so quick, so easy!

Access has never been easier.

Wow, it feels just right!

I love the easy access to my office.

The feeling of just swiping my card and push down the handle is so good.

And I know that my office is secure.
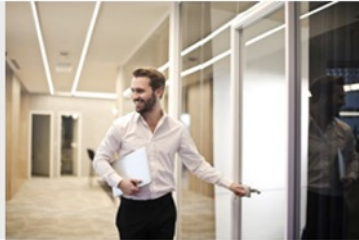
Never been easier to install an access control system.

I can install an entire building in a day, and it all just connects. No drilling or problems. Just put the handle on the door and go.

Magic!

Very easy to get the system up and running.

No cables, no faulty installations, no thinking about the voltage, 12 VDC or 24 VDC.
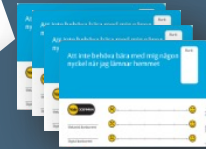
Just Wi-Fi!

Makes my day a lot easier, I love it.
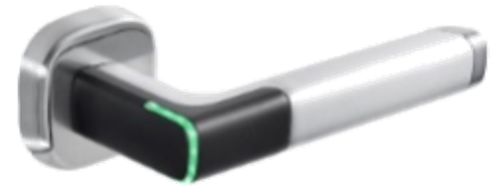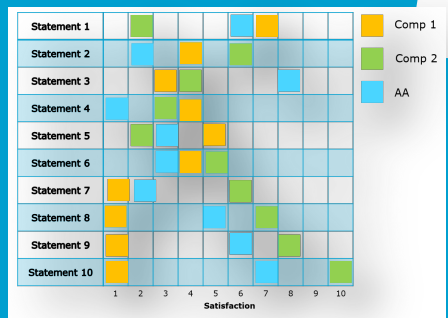
Voice of the customer

1. Select key statements

2. Create statement card deck

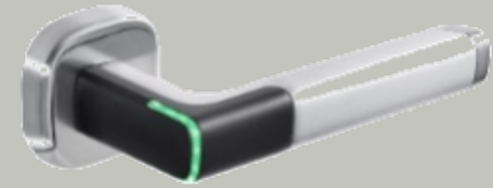**3. Have customers prioritize needs and benchmark our offer**

4. Analyze results

5. Make an opportunity map
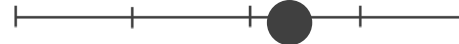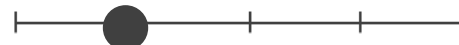
ASSA ABLOY

Innovation Opportunity Map
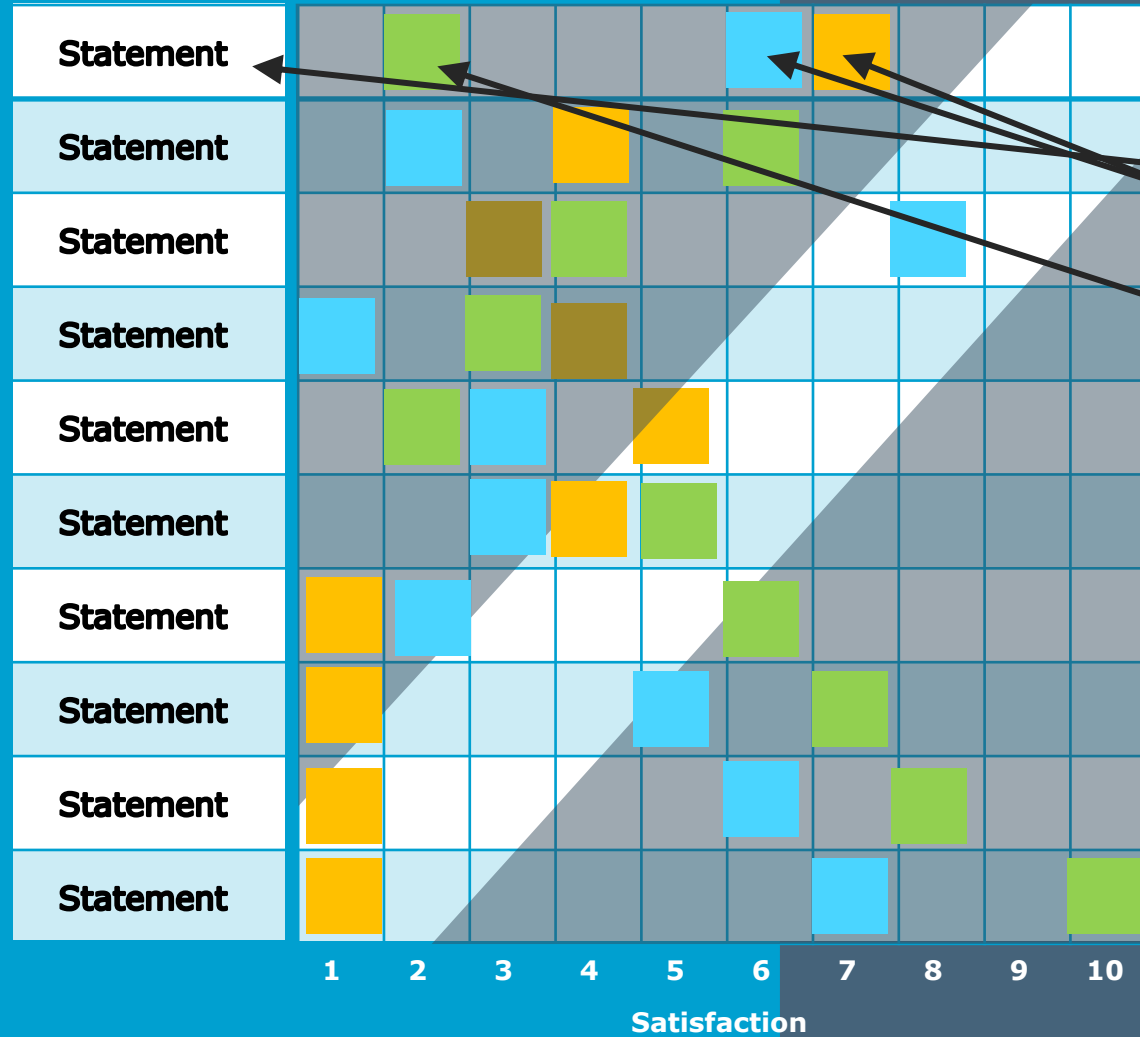
ABAK XX

AMROD YY

ASSAABLOY

Satisfaction

ASSA ABLOY

Customer Needs vs Product Attributes

	Attribute 1	Attribute 1	Attribute 1	Attribute 1
Need 1	✚		✚	✚
Need 2	✚	✚	✚	✚
Need 3				
Need 4		✚	✚	✚
Need 5	✚	✚		✚

ASSA ABLOY

Front load the process — and succeed

This is how we *should* spend the time

This is how we *normally* spend our time

Frontload the project work

Time

Internal

ASSA ABLOY
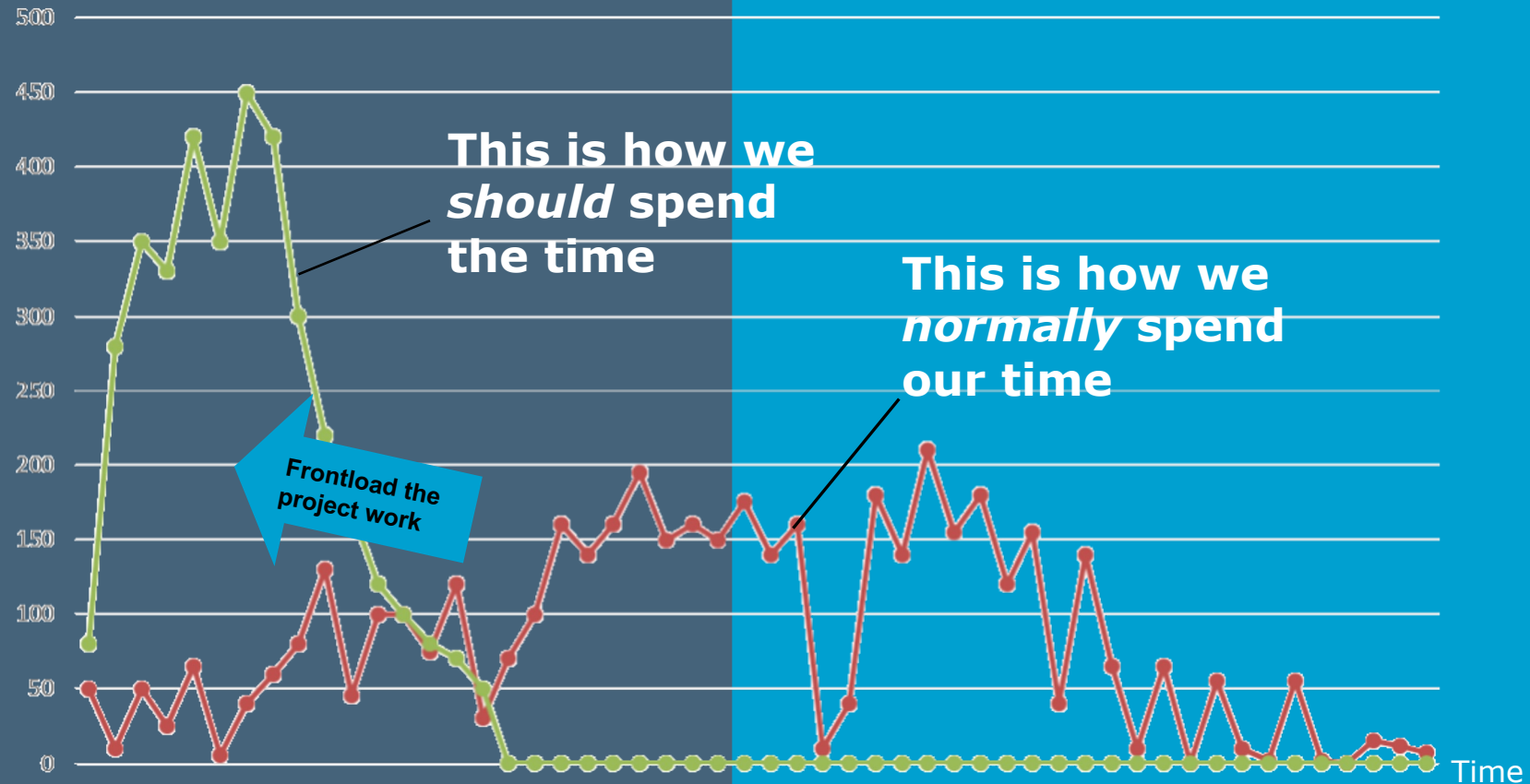
Learning Cycles
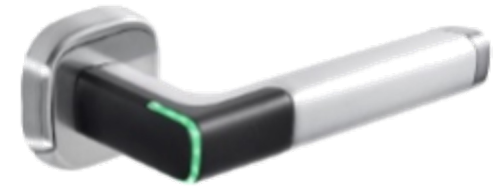
First explore and experiment, then design and deploy

User Stories & Product Attributes
User stories provides a view of the product from a customer perspective, while product attributes gives targets for specific features and functions.

Priority Matrix
Use the matrix to prioritize the product attributes that contributes to the most important user stories.

Key Decisions
Identify the critical decisions needed to deliver the core hypothesis, and the knowledge needed to make those decisions in a fact-based manner.

INCREMENT PLAN
Prioritize your knowledge gaps into logical steps.

ITERATION PLAN
Generate hypothesis for the first learning cycle and plan for the experiment that will either prove or disprove the hypothesis.

LEARNING CYCLE
Execute the first two week learning cycle. Use frequent status meetings to track progress.

VISUAL KNOWLEDGE
Document the results and the learning for each cycle using A3 knowledge briefs.

ASSA ABLOY

Execution

Priority Matrix

Priority Matrix						
	Product Attributes...					
User Story...						
User Story...						
User Story...						
Key Decisions:						

1st Feed back

2nd Feed back

	Iteration 1	Iteration 2	Iteration 3	Iteration 4	Iteration 5	Iteration 6
Key Decisions						
Knowledge Gaps	KG	KG / KG	KG	KG / KG	KG	KG / KG
Risk Mitigation			RM		RM	

ASSA ABLOY

Morphological Matrix
Bottom-up synthesis
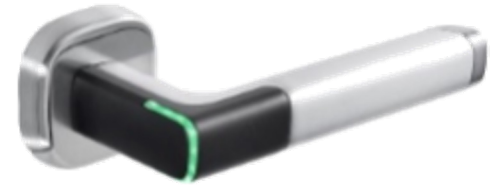
Attribute 1	Solution Idea 1	Solution Idea 2	Solution Idea 3	Solution Idea 4	Solution Idea 5	Solution Idea 6	Solution Idea 7	Solution Idea 8	Solution Idea 9	Solution Idea 10
Attribute 2	Solution Idea 1	Solution Idea 2	Solution Idea 3	Solution Idea 4	Solution Idea 5	Solution Idea 6	Solution Idea 7	Solution Idea 8	Solution Idea 9	
Attribute 3	Solution Idea 1	Solution Idea 2	Solution Idea 3							
Attribute 4	Solution Idea 1	Solution Idea 2								

24 Solution ideas – can be combined to 540 different products

ASSA ABLOY

ASSA ABLOY

THANK YOU

Internal

ASSA ABLOY