

Jim Shaw
Bentley Motors



Design & Engineering the Bentley Brand

Jim Shaw: Head of Concepts

Company Overview

- Founded in 1919 by W.O. Bentley
- Based on Pym's Lane, Crewe, since 1938
- Acquired by VW Group in 1998
- Over 4000 people employed worldwide (as of January 2014)
- Operating in 58 countries (as of January 2014)
- Over 125,000 customers worldwide (as of January 2014)



The Bentley Luxury Brand

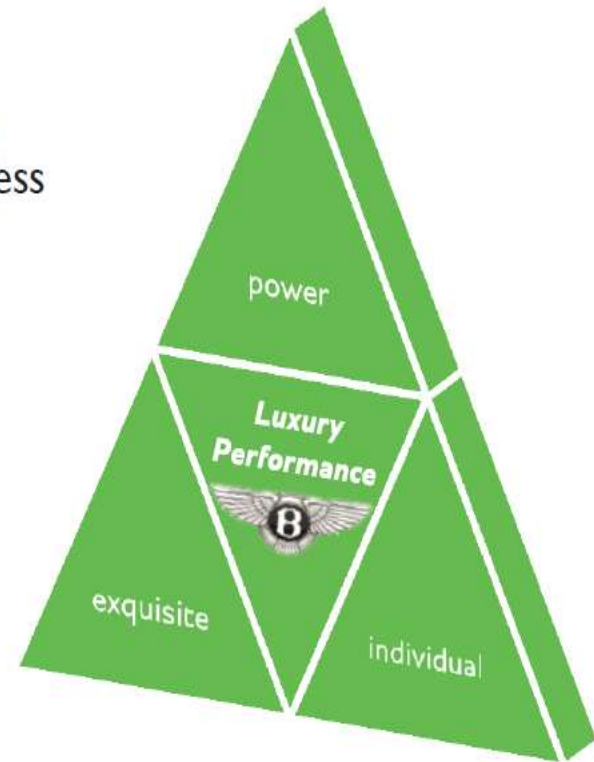
Definition of Luxury	Pillars	Bentley Evidence	Bentley DNA
Unique Achievement	Craftsmanship	Hand designed and built	Exquisite
	Rarity	A driving experience offering luxury and performance	Individual
	Focus	Always building motorcars	Powerful
	History	Crewe	New British-ness

The Bentley Luxury Brand

- Bentley is a luxury brand that deliver cars with a combination of

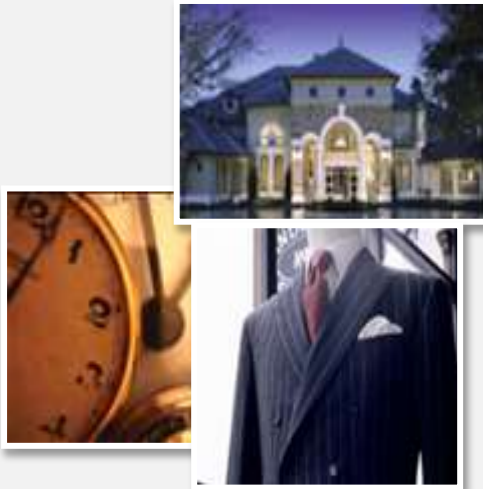
“luxury and performance”

- The promise of ‘Luxury Performance’ encompasses the unrivalled craftsmanship, beautiful design and near-limitless power brought to life in every Bentley car



Broad Customer Appeal

Classic Luxury



Flamboyant Luxury



New Luxury



Product Positioning



Continental GT
The most stylish GT in the world

Flying Spur
The world's best luxury sedan



Mulsanne
Luxury beyond compare

SUV
The genuine luxury SUV



SKODA



PORSCHE



Informing the Strategy of the Business

Brand Values

- Establish targets for high level attributes
 - Against competitor set
 - In light of predecessor analysis
 - Satisfying Bentley requirements
 - Meeting customer expectations

Market Intelligence

- Communicate customer requirements and desires
- Identify environmental and socio-economic trends
- Anticipate legislative pressure

Innovation & Technology Development

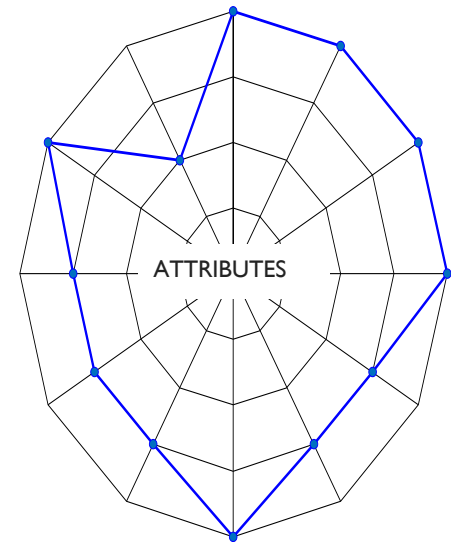
- Establish strong supply chain links
- Capitalise on VW Group ownership
- Explore emerging opportunities

Technology Road Maps

- Identify emerging technology opportunities
- Analyse trends in feature development
- Establish time-frame for development



Design & Engineering at the Centre of the Bentley Brand



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Deliver Exquisite Styling Execution

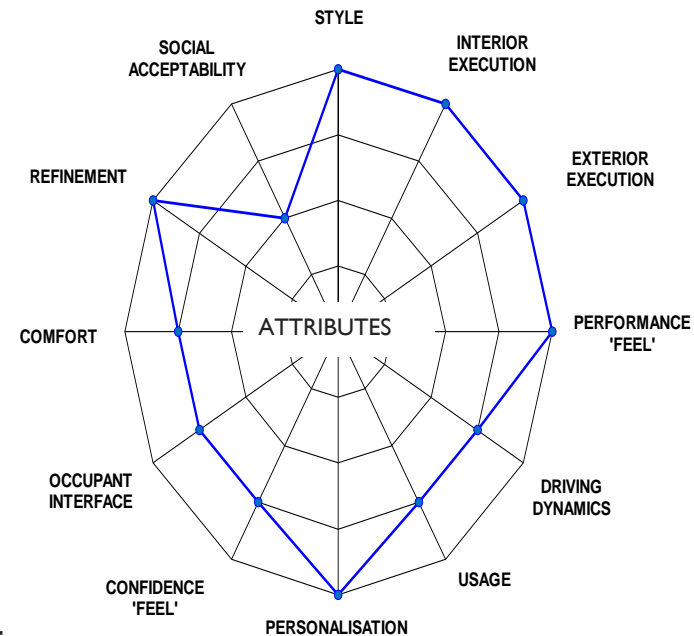
- Meeting highest automotive quality standards
- Enabling unique combination of form and function
- In an ergonomically accessible package for every-day use
- From advanced manufacturing processes and materials
- Appropriate to Bentley annual production volumes

Maximise Comfort & Refinement with Performance

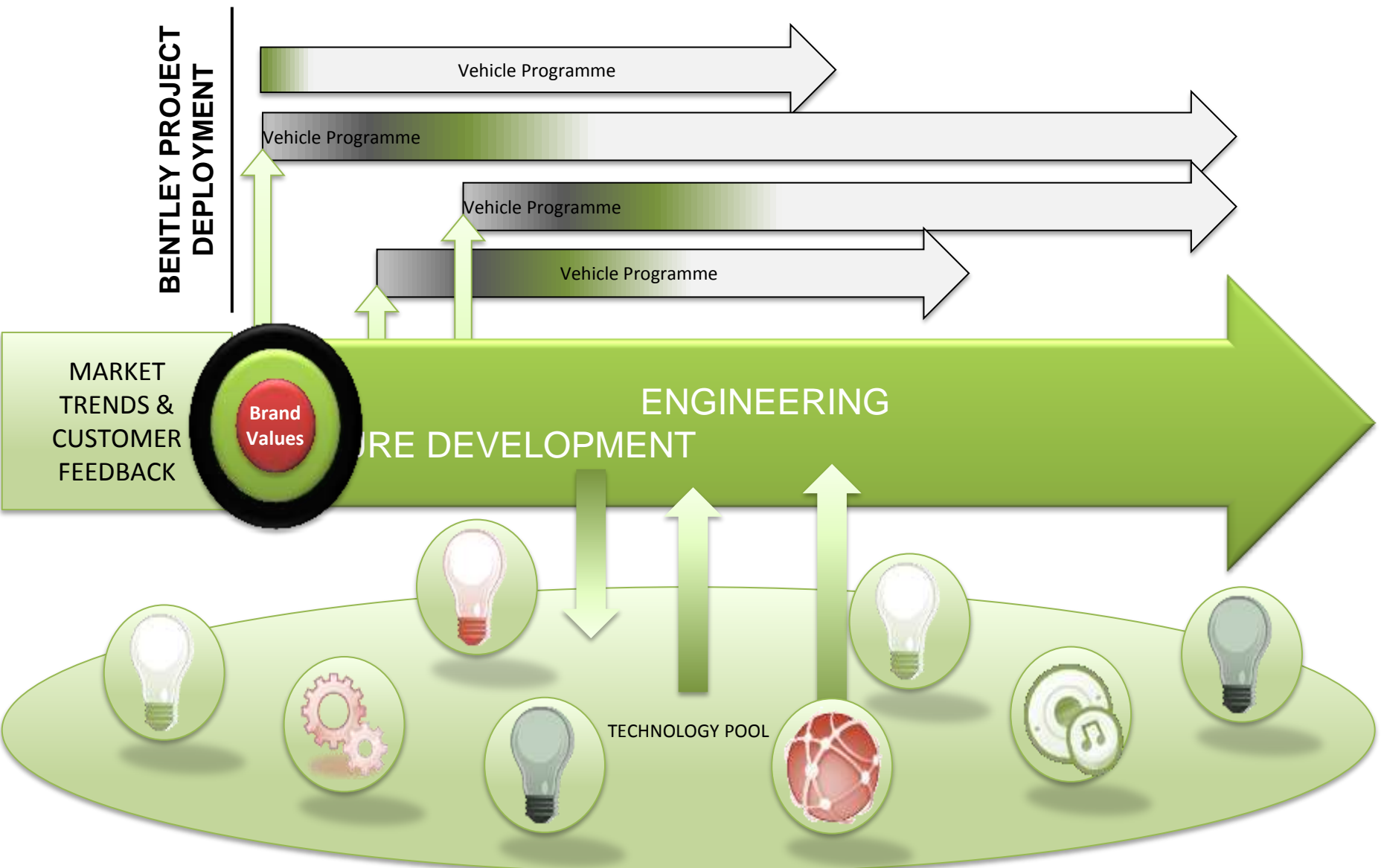
- The most rigid body structure from a mixture of advanced metallic and non-metallic solutions
- Reduce weight, while maintaining low levels of NVH
- Employ natural materials in harsh automotive environments with tight assembly tolerances
- Meet tight legislative emissions targets and reduce fuel consumption

Create a Vehicle for Everyday Use

- Easy to drive quickly and to engage with
- Maximum interior space and luggage capacity for grand touring
- State of the art connectivity and intuitive infotainment



Innovation Management Strategy



Innovation Management Process

Identify Emerging Technologies

- *Research community*
- *Technology providers*
- *Supply chain*

Forecast Emerging Scenarios

- *Environmental & legislative*
- *Socio-economic*
- *Market Growth*

Develop Project Proposals

- *Identify target applications*
- *Set performance goals*
- *Select supply chain partners*

Mature Design Feasibility

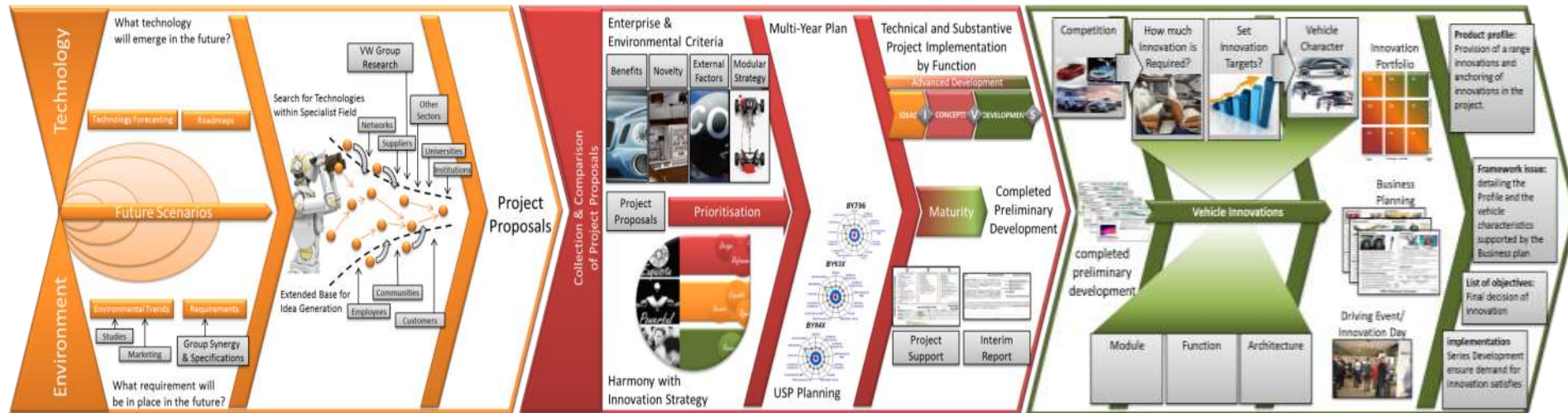
- *Develop technical package*
- *Establish proof of concept*
- *Build business case*

Transfer to Vehicle Programmes

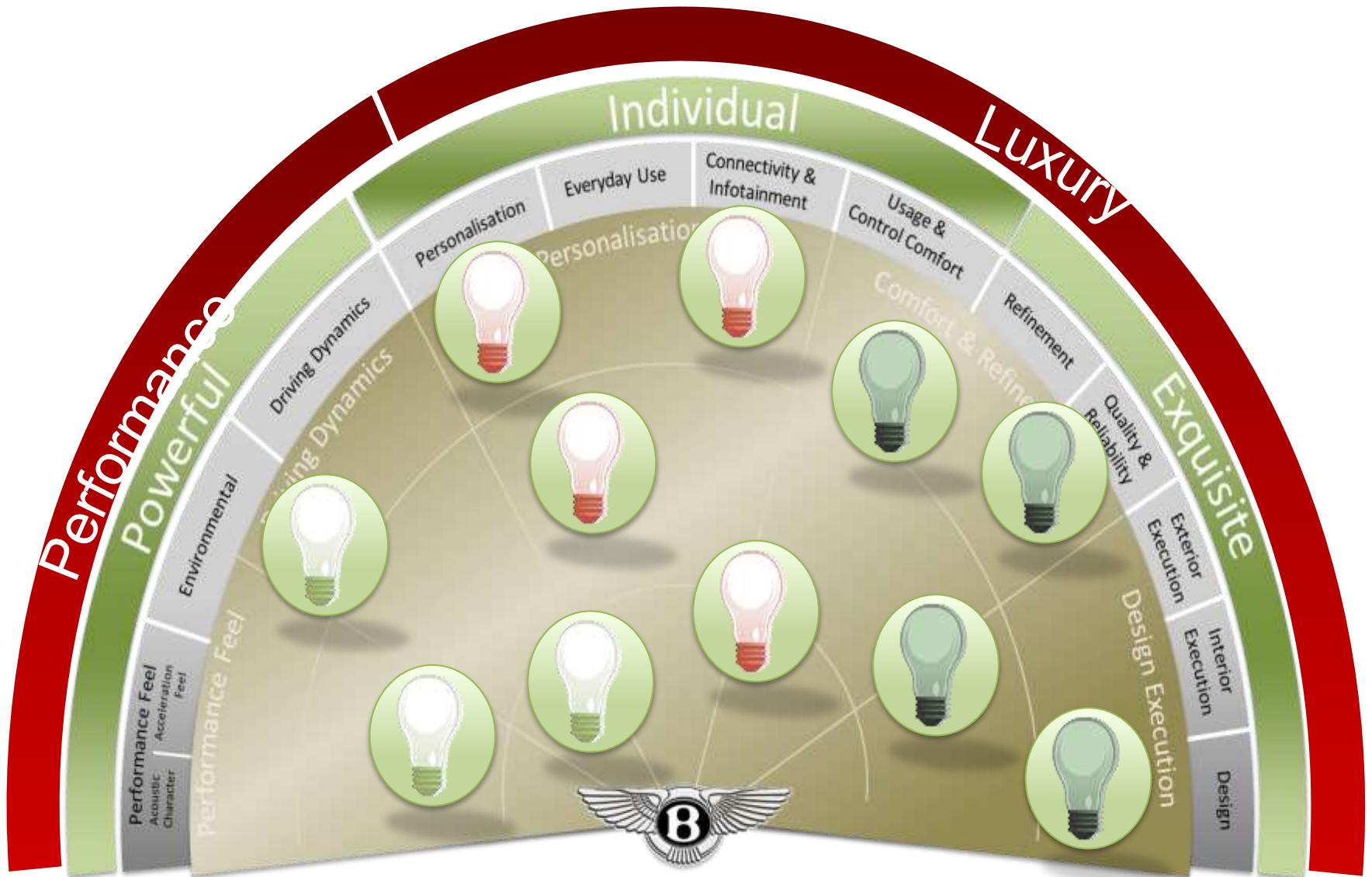
- *Establish programme synergies*
- *Finalise financial models*
- *Optimise package*

Detailed Design Maturation

- *Select production supplier*
- *Develop volume solution*
- *Integrate modular systems*



Innovation RADAR



Summary & Conclusions

Bentley Brand Strength

- Well defined Brand values and heritage
- Well defined high level attributes

Design Focus in Product Development

- Meeting target attributes
- Integrated in vehicle systems and package
- Robust design, assembly and manufacturing processes
- Structured product development & evaluation method
- Matching technology development to emerging demand signals

Future Challenges

- Increasing competition in market sector
- Culture of continuous improvement & light-weighting
- Expanding product portfolio
- Increasing demand for modular systems solutions