

PGUB | Management Consultants



Welcome by Peter Gresch	2
Event Calendar	3
Technology Trends & Professional Development	4-5
Trade Show Activities & Global Reports	6-10
PGUB Sponsorship and Membership	11-14



WELCOME

by Peter Gresch

Dear Partners, Clients and Team Members of PGUB,

What if your software could run itself – anticipate problems, optimize workflows, and make decisions faster than any human team could? In 2025, systems like this are no longer science fiction; they are the future of automation and AI-driven innovation. And at PGUB, we are helping our clients navigate this frontier, turning bold possibilities into practical solutions.

This year has also been a year of transformation for PGUB. With the launch of our redesigned website, www.pgub-consult.de, we are showing not just a new face, but a renewed vision: still deeply rooted in mobility and engineering expertise, yet increasingly bold in embracing software, automation and digital ecosystems. Our revised presence continues to reflect a mindset of curiosity, collaboration and forward-thinking action.

We have once more turned vision into milestones. At IAA Mobility, our Future Mobility Pavilion brought together 20 partner companies to demonstrate their capabilities. In addition, for the first time, the electronica Automotive Conference (eAC) was integrated directly into the IAA MOBILITY – and organized by us! At Chargetec end of May in Munich, we showcased advanced 48V system designs alongside Rutronik Automotive, emphasizing our role in next-generation energy solutions. Internationally, chairing the 2nd International Charging & Battery ASEAN Conference in Bangkok in June and the 4th in Singapore in September allowed us to share insights on sustainable mobility and global energy transformation.

To our clients, partners and team: your creativity, dedication and willingness to embrace change are the heartbeat of PGUB's success. Your trust and collaboration inspire us to co-create the future with you.

This past year has still been challenging on the one side, but also a year of achievements. PGUB is now more connected and more forward-looking than ever. Together, let's continue to explore, change, innovate and move forward – into the future we are shaping today.

Enjoy the upcoming holidays with your loved ones. My team and I wish everyone a Merry Christmas and a Happy New Year.

Peter Gresch

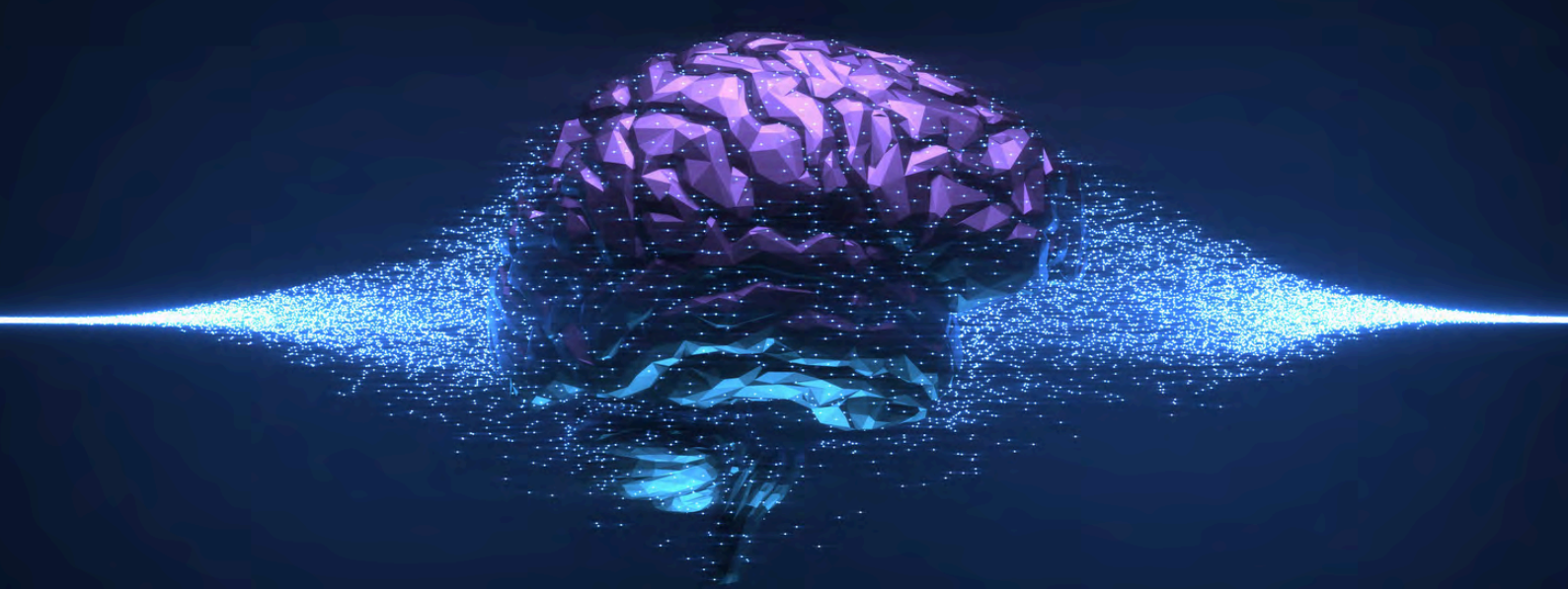
Managing Partner



WHERE TO MEET US – FIRST HALF OF 2026

Join the conversation and connect with us at the following highlights:

10.03. – 12.03.2026	Embedded World	Nuremberg
20.04. – 24.04.2026	Hannover Messe	Hanover
28.04. – 29.04.2026	Chargetec	Munich
05.05. – 06.05.2026	Boardnet Congress	Ludwigsburg
19.05. – 20.05.2026	Automotive Software Strategy	Munich
09.06. – 11.06.2026	Battery Show Europe	Stuttgart
16.06. – 17.06.2026	Automobil Elektronik Congress	Ludwigsburg
23.06. – 25.06.2026	Power2Drive	Munich



STRATEGIC TRANSFORMATION POWERED BY AI

How a Mid-Sized Company Accelerated Its Strategic
Realignment with Applied AI

by Florian Heinzelmann

The result: a stronger company, a sharper positioning and a unified brand voice across all channels.

A mid-sized industrial company found itself at a critical crossroads. Market dynamics were shifting rapidly, new technologies were challenging established structures and internal resources were stretched thin when it came to driving strategic development. The management team made a bold decision: to fundamentally realign the company – strategically, structurally and in terms of communication.

PGUB supported this transformation as a growth partner and strategic advisor – combining a structured consulting approach with an innovative element: the targeted use of artificial intelligence. For this project, a custom-trained, GPT-based content assistant was developed and implemented, serving as a powerful enabler throughout the transformation process.

The AI assistant was tailored to the company's specific language, target audiences, and industry context. It became an intelligent partner in defining the future vision, sharpening core messages and prioritizing actions. It helped process larger volumes of information, develop hypotheses and translate complex topics into precise, actionable communication – always in close collaboration with the leadership and project team.

What made this approach stand out was not just the use of AI, but its seamless integration. The assistant accelerated the creation of new website content, shaped the tone of the revised company presentation and guided messaging for social media channels like LinkedIn. The result was a coherent, high-impact communication strategy that brought the transformation to life both internally and externally.

This project exemplifies how strategic development can be reimaged: data-driven, collaborative, and powered by intelligent tools. PGUB not only led the transformation with proven methodology, but also implemented the AI assistant as an integral part of the consulting approach.

The result: a stronger company, a sharper positioning, and a unified brand voice across all channels. Today, companies that want to move forward faster need more than just plans – they need the courage to adopt new technologies and the right partner to turn potential into progress.



KNOWLEDGE THAT MAKES A DIFFERENCE

PGUB Trainings Now Also Available at Our Locations

by Peter Gresch

Technological transformation, skilled labor shortages and rising demands in quality and compliance are pushing the industrial and automotive sectors to their limits. To stay competitive, companies must not only adapt structures and processes – but also actively invest in knowledge. This is exactly where PGUB's training programs come in.

Our courses can now also be booked directly at two of our locations – in **Wiesbaden** and **Dortmund**. This creates added flexibility – especially for companies with multiple participants who prefer local training options.

Our current trainings at a glance:

Essential Knowledge: Electrical/Electronic Systems (EE) in Vehicles

- Provides fundamental, basic insights into EE architectures, wiring systems, and development trends in automotive electronics.

Optical Technologies in Vehicles – Compact Basics

- Offers a structured introduction to optical applications such as driver assistance systems, LiDAR, lighting technologies, and sensors.

Software Training for Mechatronics Systems

- Focuses on software-driven system development in the vehicle context, addressing current challenges in architecture, integration, and requirements.

All courses are designed to be practical and technically sound, enabling immediate application in day-to-day work. Trainings are conducted by seasoned PGUB Senior Consultants – combining deep technical expertise with clarity, structure and relevance for development, production and quality assurance.

An added benefit for your employer brand:

Targeted employee development is becoming a decisive factor in attracting and retaining skilled professionals. With our trainings, companies send a clear message: We invest in your expertise – and in our shared future.

Booking & Dates:

Available directly through PGUB. Contact us – we are happy to support you in putting together the right training package for your team.

E-Mail: info@pgub-consult.de.



Key topics:

- Fundamentals of automotive lighting technology, legal and customer-specific requirements.
- Physiology of vision, color and color perception, human-machine interaction (HMI)
- Light sources, optical systems and measurement technology
Exterior lighting – headlights and signal lights
- Interior lighting & ambient lighting, display and head-up display
- Electronic fundamentals of lighting control



PGUB AT IAA MOBILITY 2025

Innovation, Collaboration and Vision in Action

by Uwe Deller

For PGUB Management Consultants GmbH, the IAA MOBILITY 2025 once again proved to be a highlight of the year. Under the banner of the Future Mobility Pavilion, we brought together more than 20 partner companies on over 200 m² of exhibition space in Hall B3. The joint stand celebrated PGUB's 12th anniversary and demonstrated how collaboration across the automotive and electronics ecosystems drives sustainable innovation.

The Pavilion featured an impressive lineup of partners presenting next-generation technologies spanning e-mobility, semiconductors, electronics, manufacturing solutions, and innovative interiors. Participating companies included Analog Devices, Joyson Preh, Gebauer & Griller, Mevis, Nexperia, Vishay, Inova Semiconductors, Rutronik, Avenge, Compal, Entroview, Bertrandt, JPW Asia Consulting, MTG and Ultima Media.

Highlights ranged from Joyson Preh's 2025 center console concept and bi-directional OnBoard Charger (OBC) with over 95% efficiency to Mevis's 2000-ton AIDA servo press system and Vishay's 800V power-distribution and SiC-based component portfolio.

The Future Mobility Pavilion drew exceptional attention — not least from VIP delegations, politicians and industry decision-makers who visited the stand to explore tangible examples of the "Next Generation Mobility" theme. As an example, we would like to mention the visit of Hildegard Müller, the president of the VDA, to our stand.

Special Highlight: The Electronica Automotive Conference (eAC) 2025

For the first time, the electronica Automotive Conference (eAC) — chaired by Peter Gresch — was integrated directly into IAA MOBILITY. The conference brought together top executives and experts from Audi, Infineon, Bosch, NXP, Traton and others to discuss how automotive electronics is evolving into a key enabler of next-generation mobility.

The conference reaffirmed PGUB's long-standing commitment to fostering dialogue at the intersection of technology, innovation, and strategy — a defining hallmark of PGUB's consulting DNA.

Beyond the technical showcases, the Pavilion radiated enthusiasm and connection. VIP visitors, representatives from leading OEMs, and media delegates gathered to experience the joint innovations firsthand. "The atmosphere was exceptional — genuine teamwork, high-level exchange, and an unmistakable spirit of innovation. The PGUB Pavilion perfectly embodied what the IAA Mobility stands for", commented Julian Weymann, PGUB's Event Manager.



"IAA MOBILITY provided the ideal stage for the electronica Automotive Conference. The co-location built a bridge between the electronics and automotive industries and set the tone for the mobility of tomorrow."

Caroline Pannier, Exhibition Director electronica



Relive The Highlights

Couldn't make it to Munich? Experience the most memorable impressions from the Future Mobility Pavilion — including exclusive interviews, partner showcases, and behind-the-scenes footage — on our LinkedIn channel (scan the QR-Code on the right side)

- “The idea was and remains: Let's meet, talk and create something new together. Especially in challenging times, it's crucial to act consistently — to make new contacts, develop ideas, and initiate the next generation of projects. That's exactly what the Future Mobility Pavilion stands for.”
— Peter Gresch, Managing Partner, PGUB
- “Our participation underscored that power-efficiency innovations don't stop at the chip level — they are an integral part of the broader ecosystem brought to life at the electronica Automotive Conference.”
— Ole Gerkenmeyer, Vice President EMEA Sales, Nexperia
- “This year, we joined the PGUB Mobility Pavilion as a stand partner for the first time. The concept provided a highly effective platform for smaller companies like us to participate in a major trade show and to connect both with customers and fellow exhibitors. We would be happy to join again at a future event.”
— Robert Isele, Managing Director, Inova Semiconductors
- “At IAA Mobility we showcased not only smart integration and infrared sensing technologies, but also how electronics can become the connective tissue of intelligent mobility. PGUB's platform provided the perfect environment for that dialogue.”
— Werner Koestler, Executive Fellow, Pioneer

The PGUB stand at IAA 2025 in Munich was a real highlight. Our collaboration with PGUB not only strengthened our visibility but also led to valuable business discussions and new partnerships.”

Henrik Hammer, Technical Director
Sales, Analog Devices



Not only did we feel comfortable and well looked after at the PGUB stand, but we also had lots of interesting conversations, made many customer contacts, and received positive feedback.

The organization was enjoyable in the run-up to the event and was handled professionally. The same was true of the proceedings during the trade fair itself. We look forward to next time.

Norbert Bauer, CTO JoysonPreh



FUTURE MOBILITY PAVILION 2026

by Julian Weymann

PGUB Management Consultants GmbH will continue its successful Future Mobility Pavilion concept in 2026 – with a presence at two major events: the International Suppliers Fair (IZB) in Wolfsburg from October 27th to 29th and electronica in Munich from November 10th to 13th.

Both trade shows serve as key meeting points for decision-makers, developers and experts from the global automotive supplier and electronics industries. While the IZB is considered as one of Europe's leading events for the automotive supply chain, electronica is the world's leading electronics exhibition.

Recognizing the growing importance of the IZB, we are sending a strong signal in 2026: our exhibition space will expand from 50 to 100 square meters. This will allow for even more opportunities for networking, presentations, and discussions on topics such as E/E architectures, software solutions, electrification or manufacturing technologies.

At electronica, the Future Mobility Pavilion will once again serve as a central meeting point for professionals from the fields of electronics, software and mobility. The focus will be on technologies and concepts that highlight the increasing integration of these disciplines – from semiconductors and sensor systems to connectivity and solutions for software-defined vehicles.

With the Future Mobility Pavilion, PGUB offers a collaborative platform at both events that brings together companies across the entire automotive value chain. Our concept is built on a simple yet powerful principle: acting together, leveraging synergies and building sustainable networks. That is why we continue to develop and expand the Future Mobility Pavilion – offering a variety of participation formats and presentation opportunities for our partner companies.

If you are interested in joining the Future Mobility Pavilion, please get in touch with us to arrange an informational meeting. Together, we shall explore the participation option that best fits your company's objectives.

The Future Mobility Pavilion stands for collaboration, exchange and a shared vision: to actively shape the future of mobility. We look forward to welcoming you in Wolfsburg and Munich in 2026.





SINGAPORE – OPEN-MINDED, INNOVATIVE, VISIONARY

A Travel Report by Peter Gresch

Three trips to Singapore in one year? For our CEO, Peter Gresch, the Asian metropolis became a frequent destination in 2025 – including visits as part of JPW Asia Consulting and the Battery & Charging Conference. For more than two decades, Singapore has been a recurring stop on his global itinerary. What keeps drawing him back? A city that uniquely blends business, cultural diversity, and visionary urban development.

Singapore – A Hotspot for Decision-Makers and Future Shapers

“Why do so many people choose to live and work in Singapore?” Peter Gresch gets this question often. His answer: “Singapore offers legal certainty and financial stability right in the heart of Asia – which makes it incredibly attractive. That’s why so many international and Asian headquarters are located here.”

The city impresses with its global outlook, efficient infrastructure, and relentless focus on innovation. “English is the everyday language, which makes settling in easy. And the public transportation system is excellent – even first-time visitors find their way around instantly.”

Challenges Included – and Manageable

Despite all its advantages, Singapore has its challenges. “The cost of living is high – especially for expats, particularly when it comes to housing and international schools,” Gresch notes. And for those who travel frequently, there’s another reality to embrace: “Singapore is compact and easy to navigate, but for longer distances, you’ll almost always need a plane.”

And the climate? Tropical. “It’s always around 86°F – the real question each day is just how much it will rain,” Gresch says with a smile.

Surprisingly Green, Thoughtfully Modern

Anyone who imagines Singapore as only glass, concrete, and office towers will be surprised: the city is incredibly green. “Gardens by the Bay, the iconic Marina Bay Sands with its rooftop pool – both are architecturally and atmospherically stunning.” Singapore also shines when it comes to food, Gresch adds: “From street food to Michelin-starred dining – cultures blend beautifully on every plate.”

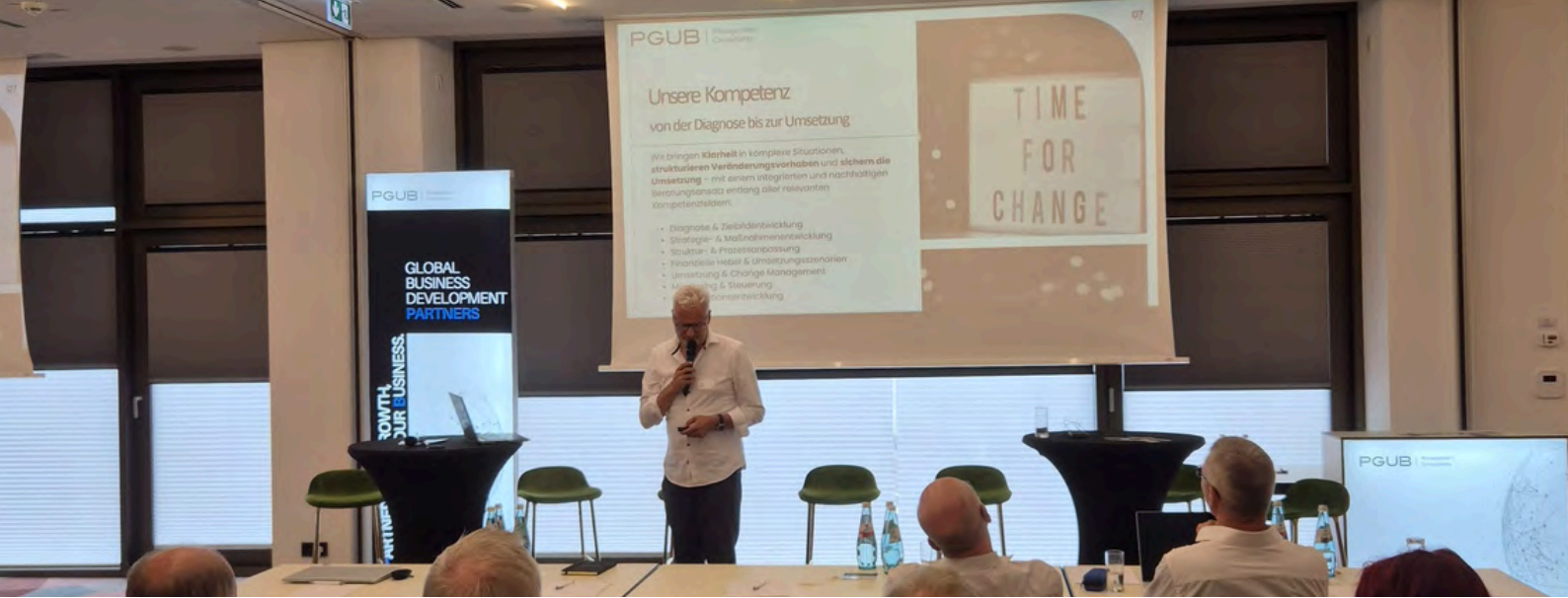
Where Business Meets Quality of Life

What sets Singapore apart? “The people. Friendly, open-minded, ambitious. There’s a truly inspiring community here – including in the business world.” Add to that a quality of life that’s hard to match anywhere else in Asia.”

Looking Ahead: Time to Take Action!

With new free trade agreements – including partnerships with Malaysia – Singapore is evolving into a top innovation hub for manufacturing and technology. For Gresch, the conclusion is clear: “Anyone looking to explore business opportunities in Asia shouldn’t wait too long. Singapore is not only a safe starting point, but a place where real growth happens – both professionally and personally.”





AUTOMOTIVE REQUIREMENTS MANAGEMENT

by Dr. Thomas Stange

Those who work or have worked in New Product Development – be it in Product Engineering, Quality or Process Engineering – will undoubtedly have loads of stories to tell upon reading the headline. The reason is simple: Customer Requirements Management (CRM) is tedious and tricky and prone to get you or your team into trouble.

As soon as you decide to participate in a Request for Quotation (RfQ), you have to make sure that you comply with all the provisions of the documents that come with it. The Lastenheft (or product specification) will have lots of references to said documents, which in turn will have references to others.

The problem: not all provisions are relevant to everyone in the development process, some may be superseded by law, some by new revisions (you have to identify the revision changes yourself) and, worst of all: if you were to print all these documents you would end up with hundreds and hundreds of pages.

As a result, organizations run the risk to lose track and make mistakes early in the process. This often leads to design fixes after the company already invested in tools, molds and machines – blowing the projected budget out of proportion and killing any margin that was calculated into the final offer.

With respect to a solution, there is not the one answer. There definitely is a software side to it – a suited tool to capture requirements; but it also needs a process side and a team culture to support it.

Some of our PGUB team members have first-hand experience on this subject, and when we were recently once more called in by a Tier1 supplier to look at their CRM process, undertake a number of interviews with key stakeholders of the development process and their projected solution, we could counsel them well. If the challenges in CRM are not tackled resolutely, the already critical situation is likely to worsen further.





PGUB'S SPORTING COMMITMENT: YEAR IN REVIEW, YEAR AHEAD

by Uwe Deller

As 2025 draws to a close, we take pride in reflecting on PGUB's long-standing commitment to sports and community engagement. Even in still more than tough business times, we have kept and will keep our promises. Under the leadership of our owner Peter Gresch, our support for athletic initiatives has become a meaningful part of who we are – strengthening community ties and promoting teamwork, perseverance and inclusion.

A Strong Sporting Legacy in Wiesbaden

For many years, PGUB has supported local sports with passion and continuity:

- **TuS Eintracht Wiesbaden** – Volleyball Premium sponsorship that strengthens both competitive performance and youth development.
- **Wiesbaden Tennis Open (WTO)** – Long-term partner of Wiesbaden's ITF-level women's tournament, helping bring international tennis to the region.
- **PGUB Tennis Open** – Our 3rd own tournament initiative at the tennis courts of Eintracht Wiesbaden, promoting regional as well international tennis talent.

Our involvement goes far beyond financial support – Peter Gresch and many members of our team are present at matches, engage with athletes, and foster the sense of community that makes these events so special.



Supporting a Champion: Kim Kalicki Bob Pilot

A highlight of our sponsorship portfolio is our partnership with Kim Kalicki, the accomplished bobsleigh pilot from TuS Eintracht Wiesbaden.

We proudly support her journey – one defined by discipline, courage and local roots.

Kim's most notable achievements include:

- IBSF World Champion (2023) in the two-woman bobsleigh (with Leonie Fiebig)
- Winner of the 2024/25 World Cup Final in Lake Placid in the two-woman bobsleigh

We celebrate her victories, follow her competitions closely and are honored to accompany her pursuit of excellence on the international stage.

New Chapter: Sponsoring the Rhine River Rhinos

Beginning with the 2025/26 season, PGUB has extended its sponsorship to the Rhine River Rhinos, the German first league wheelchair basketball team from Wiesbaden.

This step marks an important milestone in our commitment to inclusive and adaptive sports. We are united by the ambition to surpass ourselves. With a system. With a clear attitude. And with strong teamwork.



PGUB SUPPORTS FC WELLINGHOFFEN – SPONSORSHIP FOR THE F YOUTH TEAM

by Florian Heinzelmann

Promoting community spirit and young talent is particularly important to PGUB. That's why we are delighted to be supporting FC Wellinghofen in the current season with a new set of jerseys for the F Youth Team.

The young soccer players train with great enthusiasm and dedication week after week, and now they can do so in their new, matching jerseys, which not only create a strong sense of team identity but also strengthen team spirit on and off the field.

FC Wellinghofen expressed its sincere gratitude for the support and emphasized how important such commitment is for the club and for promoting young talent. "With the new jerseys, our children can take to the field with even more joy and pride. Many thanks to PGUB for this great support!" – FC Wellinghofen F2 coaching team

We at PGUB are delighted to be part of this initiative and wish the team a successful and fair season!

Our sports engagement reflects the values we stand for:

- Teamwork and fairness
- Commitment and resilience
- Community and inclusion

These values guide our work as consultants just as much as they define the spirit of sport. On behalf of PGUB and Peter Gresch, we thank all athletes, partners and clubs for another inspiring year — and look forward to the chapters yet to come.





Canada

PGUB – APMA MEMBER UPDATE

by Uwe Deller



Dr. Sünner emphasized:
"This is precisely what
PGUB Management
Consultants GmbH
stands for, and it is
the reason why we
have now joined the
APMA network."

PGUB Management Consultants GmbH is proud to have joined the Automotive Parts Manufacturers' Association (APMA). Based in Germany, PGUB specializes in helping non-European companies, particularly in the automotive, transportation and electronic sectors, establish, expand and succeed in the European market.

A key asset for APMA members is Dr. Tobias Sünner, our second managing director and PGUB's central contact for Canadian and North American partners. With more than 30 years in the automotive industry, Dr. Sünner served as a senior executive at General Motors, leading global engineering operations in China and Canada. During his tenure in Ontario, he transformed the Canadian Technical Centre into a leading automotive software hub, advancing innovations in autonomous driving, active safety systems and connected vehicle technologies.

During the IAA Mobility trade show in Munich in September, Dr. Sünner not only visited the Canadian pavilion but also took part in the official Canada Reception, which was hosted by KPMG and held for the first time during an IAA. The clear message of this reception was: "now is the time for closer collaboration between Canada and Germany / Europe."

For APMA members looking to enter or expand in Europe, PGUB offers a unique combination of strategic guidance, engineering expertise, and international business connections.



PGUB JOINS THE RHINELAND-PALATINATE VEHICLE INITIATIVE

by Uwe Deller

PGUB will become a full member of the Rhineland-Palatinate Vehicle Initiative (FI-RLP) from January 1st, 2026. With this step, we are strengthening our network in the vehicle and transport industry and are sending a clear signal of the strategic importance of this industry in the transformation process of medium-sized companies.

"The Rhineland-Palatinate Vehicle Initiative offers an excellent platform for exchanging ideas on future topics for the medium-sized automotive industry. We are particularly impressed by the practice-oriented approach in combination with strategic foresight. With our consulting experience in areas such as automation, software development, succession planning and M&A scenarios, we provide valuable impetus to this strong network," explains Uwe Deller, Director of Communications at PGUB Management Consultants GmbH.

The Rhineland-Palatinate Vehicle Initiative brings together companies, research institutions and associations with the aim of promoting exchange and strengthening the innovative power of the regional vehicle industry. Topics such as digitalization, automation, sustainability and securing skilled workers as well as the growing use of artificial intelligence play a central role in this. Regular meetings on site at one of the member companies sharpen the view of current challenges and focus on possible solutions.

With its membership, the PGUB pursues the goal of actively contributing its expertise to the network, initiating joint projects and further promoting the dialogue between business, science and politics. As an experienced management consultancy, PGUB supports companies in the vehicle and transport industry, including all topics relating to electromobility and its infrastructure, as well as electronics and software companies. Top experts with many years of experience in responsible positions are close to customers and partners as reliable guides in all phases of a transformation process.

For more information, see <https://www.pgub-consult.de>.



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Hagenauer Straße 47 ▪ 65203 Wiesbaden ▪ www.pgub-consult.de



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