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Cayenne Coupé models: Fuel consumption combined 11,6 – 9,4 l/100 km; CO2 emissions combined 264 – 214 g/km (as of 11/2020)

Porsche Podcast 9:11

**Transcript episode 1: Corona and the consequences for economy and society**

**Guests:**

***Oliver Blume, Chairman of the Executive Board at Porsche AG***

***Kai Diekmann, Journalist and Entrepreneur***

**Host:**

***Sebastian Rudolph, Vice President Communications, Sustainability and Politics at Porsche AG***

**Intro [00:00 – 00:15]**

**SR:** Welcome to the first episode of 9:11, the new podcast from Porsche. My name is Sebastian Rudolph and I am responsible for communications, sustainability and politics here at Porsche. With this audio magazine, we want to bring the Porsche world closer to you, our listeners. We also want to find out all about the legend of the brand, and to talk about innovations and products – all with the people behind them. I am delighted to welcome our podcast's first guests, two people who know a good deal about business, politics and society: Oliver Blume, the Chairman of the Executive Board of Porsche AG and journalist Kai Diekmann. A warm welcome to you both, it's great to have you here today. [0:55]

**KD + OB:** Thank you. Thanks. [0:56]

**SR:** The past weeks and months have been a new experience for us all. The coronavirus crisis temporarily brought everything to a complete standstill. At the same time, however, some things were started that were perhaps long overdue.

Oliver, we are looking here from our podcast studio in the Porsche Museum in Stuttgart directly onto the Porscheplatz. In front of us, we can see a sculpture on which three white 911 cars soar up into the sky. It's a sight that many of our colleagues were not able to experience in recent weeks. How did coronavirus affect Porsche during this period? [1:27]

**OB:** When the coronavirus pandemic started in China, we were really just observing it from a distance. For me personally, it hit very close to home when there was a case of coronavirus at my youngest daughter's school. You then start to think: how do I organise my private life? And you inform yourself in detail about how you can protect your health. And that brings us to Porsche. How can we protect the health of the people at Porsche? That was the first question. And the second: how can we succeed in keeping our business going as far as possible? This meant significant changes for us. We installed protective mechanisms in the company. We looked at where we could continue operations and asked ourselves how we could organise people working from home. We received great support from our IT department there, so it worked well from the very first day. For us, it is now about carrying the experiences gained during this period into the future – and many of those experiences were positive ones. [2:25]

**SR:** Keeping the business going, maintaining operations, and above all putting health first. Kai, what was it like for you when the coronavirus phase came, and how did you personally, or your company, react? [2:37]

**KD:** Also by working from home – directly and immediately – though that is not as complicated in our case because we produce a digital product. We are digital service providers. We work in the field of digital communications, and it's no problem to do that from home. The greater difficulty for many employees was that they did not just have to stay at home themselves, but also had their children there as well – school-age children who had to be occupied throughout the day. And pre-school children also could not go to playgroups either. That meant that the employees were naturally not able to attend every team meeting. But every crisis is also an opportunity. What was particularly interesting for me about this coronavirus crisis was the fact that it resulted in incredible progress in the area of digitalisation. A great many things that were not possible before suddenly became possible – from cashless payment to digital communication. Digital meetings, either via Teams or Zoom: all the people who could suddenly do that and took part! And there I think we have changed a little for the better. Otherwise, it was not just a great challenge for every company to have to organise itself digitally under the conditions of coronavirus, but it was also an experience for me to have to live with this and organise this in my family. We have four school-age children at home who were suddenly there

from morning to night. In some cases the home schooling was very good, in others it didn't work quite so well. And we discovered that we could not remember having spent so much time together as a family or being with each other so closely and exclusively for the past 10 years. And that is naturally also a challenge in a sense, because you get to know each other very, very, very well in certain respects. Because you also need to spend a certain amount of time alone. And that was not possible under these conditions. I often said: "children, we are incredibly privileged. When we talk about lockdown here in Germany, we have no idea about the situation in Italy or Spain, where there was a real lockdown – with roadside checks. And on the other hand, we are fortunate that we do not live in the inner city, but outside on the borders of Berlin in Potsdam. With a large garden." So the lockdown essentially meant that we didn't meet friends in a restaurant, the kids didn't go to school and I didn't drive into the office. Apart from that, I think that the restrictions were really rather manageable for us. [5:15]

**SR:** Thank you Kai, we'll talk about that in much more detail in a minute. First though, we want to find out a bit more about the two of you. So here are some facts about Oliver Blume and Kai Diekmann. [5:25]

**Vitae – female voice:** Oliver Blume is Chairman of the Executive Board at Porsche AG. He started his professional career at Audi AG before moving to SEAT. In 2009 he was made head of production planning for the Volkswagen brand; four years later he was appointed to the Executive Board of Porsche with responsibility for production and logistics, and then became Chairman of the Executive Board in 2015. He has also been a member of the Volkswagen Group Executive Board for two years. There the 52-year-old is responsible for group production and group quality. He is also head of the Volkswagen Sport/Luxury brand group with Porsche, Bentley and Bugatti. The passionate sportsman lives in Stuttgart with his wife and two daughters. [6:08]

Kai Diekmann is a journalist, author and entrepreneur. His career started in 1985 as a trainee at Axel Springer Verlag. He then became a correspondent for Bild newspaper in Bonn. After a few years, Diekmann was promoted to Editor-in-Chief, and later became the Editorial Director of the Bild Group. Since 2017, the 56-year-old has worked as a consultant and entrepreneur and is the co-founder of the Storymachine media agency. The keen runner lives with his family in Potsdam and on the Baltic Sea island of Usedom. [6:42]

**SR:** Kai, you are a communicator through and through – how important is communication in these times of crisis? [6:49]

**KD:** First I have to say that it really is a paradigm shift when I sit here today and the CEOs are much younger than me. When for many years you have always been the youngest and that then changes without you noticing – and suddenly you are no longer the youngest – I must admit that hurts a little bit.

Communication is extremely important. Communication is everything. I cannot manage a company successfully if I do not communicate well with my employees. For me, visible management is one of the criteria for success in order to be better than my competitors. That was my experience at Bild: you do not achieve the last 10 per cent that gives you the edge over your competitors because you pay your employees better, because they get even more money or are given some notional positions in the hierarchy. You achieve it because they believe in you, believe in your vision, and because they would stand by you, the one who is blazing the trail, through thick and thin. That is therefore naturally a quite critical question of communication, how you get across what you stand for and where you want to go. That is a great challenge in companies the size of Porsche, because I can no longer hold employee breakfasts from a certain size. I would be doing it for decades. Instead, I need a different kind of visible management. And that is of course particularly difficult when I can no longer come together with the employees because we are working from home or because we have to observe social distancing. But for me communication is at the heart of everything. We cannot function without communication. We are social animals – communication started when we were apes. When we all lived together in the trees and groomed each other's fur and deloused each other, that is when sign language started: namely to get information about who's climbing up the tree, who's on the way down, which branches are unsound, and who's possibly sawing at whose branch. These things have not changed much up to the present day, but the sign language has become a proper language with which we can communicate. [8:45]

**SR:** Communication is at the heart of everything. Oliver, Porsche AG alone has 34,000 employees, but with your functions you stand above this. How have you organised communication for yourself personally, and also with your team? [9:00]

**OB:** I first would like to say that I agree fully with what Kai Diekmann said, that communication is one of the most important management tasks and responsibilities. And we naturally thought a lot about this when the coronavirus crisis reached Porsche. We were aware right from the very first day that this crisis would be a great burden for everyone in the company and would mean many challenges and uncertainties. That is why we first set up a crisis management team in which all necessary functions were represented and which met daily so that company operations could be continued. We made sure that everything was closely coordinated – in a

cool-headed, systematic way. We also thought about how we could keep each and every one of our over 34,000 employees at Porsche up to speed with what was going on, particularly in view of the challenge that we naturally could no longer reach many of them directly. We therefore posted information every day on our internal media. On the one hand, we informed employees what was happening at Porsche. In this way, we conveyed a feeling of confidence that Porsche was in good hands. On the other, we provided information about how our employees could protect themselves and others. We also posted video messages – something that really works very well with the new formats. I did that once a week during the acute phase of the crisis, so that the team also had the feeling that they were hearing from me personally about the situation at Porsche, and what steps would be taken next. I also decided personally – and that is then the form of direct communication – that I would be present here in the office every day, because there was a whole host of questions to deal with, whether on the phone or from those who were present here. I believe that a captain should be the last person on board. That is why it was a very important signal from me to the team. [11:00]

**SR:** You are a passionate sportsman, so you can no doubt also transfer a few things from sport into your professional life. How important is attitude? [11:11]

**OB:** Attitude is absolutely crucial. An optimistic approach, seeing the positive side of things, creating confidence in the team. If a team takes to the field in football with their heads held high – exuding the feeling that they want to win the game – that is something quite different than if I wait with my head lowered to see what the opponent does. In other words, that means to always attack, look for where there are opportunities, and to then also convey that to the team. That is exactly like in sport. It's about the team selection, about tactics, but also about attitude. And attitude in particular has been extremely important for us in this coronavirus phase, and in retrospect I can say that I am really proud of how the Porsche team has coped with the situation. That is true firstly during the acute phase of the crisis, when we had to shut down production, and how we were already preparing for what would come after the crisis. And secondly, also for the fantastic motivation when things started up again, having the discipline to follow all the rules that we had established, and also the fighting spirit to ramp up production once more. This naturally applied to all other areas at Porsche, which either maintained company operations on-the-spot or did this remotely via digital media. Our goal was to use the crisis as an opportunity and to emerge from it stronger than before. [12:30]

**SR:** Kai, you said before that extracting the last 10 per cent is down to vision and leadership. Does the coronavirus pandemic mean that it is now more important to concentrate on the essential things and to do these things properly? [12:54]

**KD:** First of all the coronavirus crisis meant that we all slowed down a bit. One moment it's full speed ahead, and then all of a sudden you are at a standstill. In other words, you are forced to think about what you are doing and to ask yourself: does it really make sense how I have been doing things? Forever hurrying from airport, to airport, to airport, or are there other forms of meeting or communication that will allow me to reach my goals faster? The truth is really that I'll tell my wife this evening: "my goodness, I had to get up so early this morning, I was in Stuttgart and then flew back again. What a tiring day ...". But what is actually the truth? I got up this morning, got into a taxi, played around on my mobile phone in the taxi and drank a cup of coffee at the airport. Then you are sitting on the plane, and you are on your mobile phone again. In the taxi here you perhaps read the paper a little, then we work hard here for one-and-a-half hours, before it's back to the airport, and if the flight is late enough, then perhaps there is a glass of wine. And then I say in the evening: "I am exhausted". Well, is that really working effectively? That is why many of us found these Teams meetings so tiring, because we were suddenly able to not just have one meeting a day lasting one-and-a-half hours, but four meetings, one after the other. As a result, the working day has become much more condensed, but possibly also more efficient. In other words, many of the things that we had become accustomed to, and which we always did that way, suddenly had to be done differently. And that is where an opportunity lies. A simple example is cashless payment, which never used to work. If I think about my arguments with Berlin taxi drivers who always explained to me why the machine was not working at the moment and why this or that was not possible. And then all of a sudden, it all worked! Or the fact that even my 81-year-old mother is now able to do her banking online. That is also something that I probably never expected and which naturally changes a good deal: particularly in a society like ours, which has more of an inverted pyramid, that is to say a lot of people like me – the baby boomers – and really not enough young people. There are still many people who have lived in a completely analogue world and have now understood that many things can also be done digitally, and are now making use of this. And there is really a huge opportunity, in that much of what we fought for but did not succeed in achieving has now been given an incredible push forward, born out of necessity. [15:13]

**SR:** Next, we're talking to Oliver Blume about Porsche's international responsibility and finding out from Kai Diekmann what things are really important to him in his life and whether the

pandemic has changed anything. But first, let's hear how coronavirus affected everyday working life at Porsche. [15:30]

**Vitae – female voice:** During the coronavirus crisis, Porsche supported medical and charitable institutions. Our annual donations increased by five million euros. A large number of employees also made active contributions, getting involved in partner organisations, helping out in a private capacity, and donating money: the “Porsche Helps” campaign has already raised more than 215,000 euros.

The pandemic challenged Porsche in many different ways, such as in maintaining our supply chains. That's because half of our around 1,300 production suppliers are located abroad. Around 11 per cent of them were in countries that were severely affected such as China, Spain and Italy. Every third supplier shut down temporarily but all of them have now restored their supply capabilities.

The way we work together has also changed, with meetings and consultations now taking place almost exclusively digitally, meaning things could continue in spite of the hygiene rules. Putting that into figures: our employees now send, on average, 300,000 chat messages every day, and there are around 65,000 virtual conferences every week [16:40]

**SR:** The Porsche world has also become more digital. Oliver, perhaps you would like to give us an insight into that? Not everything is possible at the push of a button, of course, but how did Porsche succeed in adapting so flexibly and quickly to these challenging conditions? [16:58]

**OB:** We had thought about the possibilities of working from home early on, even before coronavirus. As a result, preparations for having enough digital connections were already underway – in fact, we have over 30,000 of them. This meant that we were able to make this form of communication possible right from the very first day. Then everything happened immediately, practically from zero to a hundred. And I also agree with the experience that Kai Diekmann had that the type of meetings we had were in some cases much more efficient than before. The preparation for the meetings was better. The discussion culture has become much more efficient – with respect to letting people finish speaking, getting to the point, making decisions and starting and finishing meetings on time because the next one is due to start. We also then questioned ourselves. Previously we'd get into the car for half an hour to drive between our locations in Zuffenhausen and Weissach or Zuffenhausen and Weilimdorf for a meeting. This half an hour of travel time is then not productive. We have now simply taken that out by organising one meeting after the other. That is more tiring in some cases, but we have

now established a very nice rhythm. I am nevertheless convinced that we will not be able to do without personal contact in the future, so now it is a question of finding the right balance in order to carry the right mix of these great experiences and this efficiency into the future. When is it necessary for me to meet up in person? Because that is naturally also part of the team spirit. There are sometimes topics where it is important to see a reaction, to argue and to let your emotions out. And where is it then appropriate for me to solve quick issues through these formats? My conclusion is a very positive one: I think it has been really fantastic how well prepared we were, how smoothly everything went and how disciplined our team was in dealing with the situation. [18:56]

**SR:** Many people got into difficulties as a result of coronavirus. Porsche has always been committed to supporting society, but initiated many more additional activities during this coronavirus crisis. Why, and could you tell us a little about the background? [19:13]

**OB:** When we decided on our Porsche Strategy 2025 a number of years ago, we included sustainability as a fixed pillar in our strategy for the first time, and by that I mean holistic sustainability. First on the economic side, in relation to secure jobs, in relation to the environment, reduction of emissions – something we have now shown very well with the Taycan, the first car to be produced with a carbon-neutral balance – but also, above all, on the social side: helping people who are not doing so well. And this area in particular was very important for us during the coronavirus crisis. It is a basic principle for us to say that we will contribute something and help where we can. As a result, our approach was not just to choose areas for this ourselves, but we performed a very targeted needs analysis – together with the state governments at our locations in Baden-Württemberg and Saxony – and looked at where Porsche could provide concrete assistance. We came up with a number of areas. For example, we supported the crisis management teams in Baden-Württemberg and Saxony with consulting and IT know-how. Then the Minister-Presidents said to us: we really do not have a proper procurement organisation to obtain the necessary protective equipment. We at Porsche have a global supply chain, and we used our worldwide partners, particularly in China, to procure the protective equipment needed – with enormous commitment. I was really pleased to see the effort put in by the team. If face masks were needed suddenly in a hospital, then they were organised overnight and were there the next morning. In addition, we also increased the level of our donations. We supported the food banks at our locations, and will continue to do that in future. We discovered that these areas in particular got into difficulties as a result of the restaurants being closed. What also pleased me especially was that we appealed to the employees in our company to volunteer their help, and there are many people who have very



special skills. There are trained paramedics, people who are very good at IT, but also people who said "I will do what I can" and offered courier or shuttle services. That was very well received by the aid organisations. Many helpers also say – and I still receive calls and a lot of messages today – that they found a form of personal fulfilment there, being able to give something back to society. We will continue that in the future as well, because this is a commitment to which Porsche attaches a very high degree of importance. [22:02]

**SR:** Kai, you are also an entrepreneur, and at the same time, like all of us, part of society. How do you see coronavirus and your own motivation to give something back to society? [22:12]

**KD:** It is naturally a question of social solidarity, that, depending on the situation, we have to help those who cannot help themselves, and then everyone according to their abilities. My impression is that a lot has happened here. Germany just works; we work as a society and these large companies also work. I believe that it is very important that the large companies do not just conduct a dialogue with themselves, that is to say with their employees, but that these large companies also always have an obligation to conduct a dialogue with society. This is because, in the end, society decides on the approval for a business model and, as we have often seen in the past, society can withdraw this approval from a company or industry. Think back to 2011, for example, when the decision was made to end nuclear power in Germany after Fukushima. That is a technology that we had great mastery of, but where society – which expresses itself in the political will – decided and said we cannot continue like this and are therefore stopping it. You are experiencing that in your industry as well. The times have long passed where decisions about product lines and what new cars should look like were taken just by the Executive Boards of car manufacturers. Instead, politics is also involved, and politics is again and again an expression of the will of society. Sustainability is a good example: certain values are demanded, which you then have to implement and realise in your products. We always talk about B2B communication, that is to say business-to-business, we talk about B2C – business-to-consumer – but I believe that this B2S communication, business-to-society, is very important in order to also safeguard my business model in the direction of society. Let me give you another example in the form of the large housing companies that did not communicate with society for a long time. From the outside people do not always know who it is exactly when you name a name. Who is behind the company? Who is the CEO? We have had discussions for a number of years now in Berlin about whether the state should take over ownership of the housing companies. It's a debate that the Left likes to initiate, which is not particularly surprising, but it becomes worrying when I see that the majority of German citizens are sympathetic towards this demand. Then I say: "watch out, take care!". At this point you have not

communicated with society well enough and explained what you do in the interest of society and on behalf of society. That is why this part, taking on responsibility for wider society, is incredibly important. [24:49]

**SR:** Oliver, you lived in Spain for many years. You have close ties to Spain, but also to other European countries. What role does Porsche play here, practically from Germany where the company has its roots, but also in a European or international context? [25:05]

**OB:** I think ultimately it is a global question of how we live together as a society. Porsche is a very international company. We benefit greatly from the fact that we are well-positioned in all the regions of the world, that gives us a high degree of flexibility – naturally also when there are crises in certain regions. On the other hand, we also see it as our obligation to also help in other regions, other countries. That is why we did not just restrict the activities that we initiated via the “Porsche Helps” campaign to Germany, but also included our locations worldwide, and many good things came out of that. For example, our headquarters in Madrid cooked lunch for elderly people in need. In Switzerland, we obtained food from the supermarkets and delivered it. And there were also larger initiatives, such as in the US, where we auctioned a last generation 911 Speedster – and raised 500,000 dollars. We then doubled that and donated one million dollars. And there were many activities like that all over the globe. I also believe that it is particularly important to help each other in society. Everyone helps where they can. It is a very positive experience for me that has brought us even closer together as people, sticking together in such a crisis and overcoming the crisis together. [26:30]

**SR:** The automotive industry is in the middle of a period of transformation. We have already spoken about digitalisation and electric mobility. Is coronavirus more of an obstacle in that respect, or do you see Porsche and also the automotive industry as a whole as still being on track? Because social expectations and also the desire of customers to fulfil their dreams are heading in exactly this direction – to be more digital, to travel in a sustainable way and to be electrically mobile? [27:00]

**OB:** The coronavirus crisis naturally hit the economy hard, after all it is also about the available financial resources. However, in the medium and long term, I absolutely agree with Kai Diekmann, who said before that we also learned in this phase to concentrate on the essential things and to live our lives with greater awareness. I personally again asked myself the question: what is really important in life? And part of that is also living in a world that is still viable in the future. And that is why I am firmly convinced that the demand for environmental protection and for environmentally-friendly technology will increase significantly in the future. In that respect,

there is a very clear commitment from us: in the same way as we originally defined our sustainability strategy, we will consistently pursue the same strategy in the future. We will invest 15 billion euros in future technology in the next five years alone. A very large share of that is for electric mobility, which will be one of our most important pillars. We want to sustainably shape the future of mobility, so I believe overall that the crisis will give everything added momentum. [28:09]

**SR:** What is really important in life – that is a good cue to ask you the same question, Kai: has your pulse rate changed? How do you see things? [28:18]

**KD:** I believe that it really is like that. I mentioned briefly just now that this time of slowing down meant that you re-organised yourself. And I mean literally re-organised yourself. Organising everyday life under the conditions of the coronavirus crisis was not just a challenge for the large companies, but also for every individual who had to organise their family. For example, with four school-age children it was difficult to explain at first that this did not mean that we could now sleep until 10 in the morning. Instead, in our home, we made sure that they still got up at seven so that we could have breakfast together at half past seven – as a general rule, I have breakfast with my children every day if at all possible. And I actually also made sandwiches for the children, which I usually do otherwise, which they then took to their rooms to sit in front of their computers. In the case of my son, who goes to school in England but who was also home-schooled in Germany, things went so far that the school expected him to sit in front of his computer in his school uniform, which he initially thought was a quite unreasonable demand. But that is also an example of how you then have to structure this new life so that it also has a form. For me personally, I really had difficulty at the start defining in the evening: when have I finished for the day? I read a nice quote: *“How can I pretend that I’m working when I don’t have an office?”* So setting yourself this limit and making clear to yourself: you have worked and can now also leave it behind, even if you do not actually have to leave. That was one of these new challenges. So we have to re-position ourselves. I believe that discussions were started in many families, and that people had some really great experiences. I really do believe that people will focus on the things that are important and will say goodbye to other things. I will also without doubt say farewell to a large number of plane journeys, which I no longer see as being necessary. I must honestly say that I have become a fan of the German railways – after all, you cannot organise a signal box so that people work at home, and if only one person is absent then no one is left. And you must nevertheless be in a position to ensure that a train travels from Dortmund to Hanover and does not continue on to Berlin because there is no one in the signal box. In these areas the subject of sustainability will play a different role, it will become more

important and generate a greater level of awareness. Through coronavirus we have all been given an idea of the impact that this rather abstract concept of climate change can have on a society and a global population. From one day to the next, we have witnessed how an external event can shape and touch each and every life differently. [30:59]

**SR:** An external event is a good cue, because I would now like to play a little game with you both. I am going to test your Porsche knowledge and play three engine sounds. It's to do with the 911 GT2 RS. Oliver immediately has an eye for the car and knows what I am talking about. It's an absolute sports car, Kai, and it has a really good sound. The question is: which of the three sounds I am going to play is actually the 911 GT2 RS? Let us listen to number one. [31:29]

**Engine sound 1** [31:44]

**SR:** It is without doubt a rich sound. We have left it a bit longer on purpose so you can really think about it. Here is number two. [31:50]

**Engine sound 2** [32:14]

**SR:** That really sounded like the race track. But we have one more. Number three. [32:17]

**Engine sound 3** [32:43]

**SR:** So, Kai, I will now put the ball in your court, so to speak. Do you have an idea which is the 911 GT2 RS? [32:51]

**KD:** Well, let me put it like this: none of the three sounds like the two-stroke Schwalbe moped that I have just been given for my birthday to use on the island of Usedom. So it really is difficult for me to answer this. I suspect that it is number one. But I ask myself a quite different question. If I buy a Porsche, I do not really think about transport from A to B. Instead, a Porsche is a promise. A Porsche is something sensual. A Porsche is a dream. A Porsche is an emotion. And what we just heard here were three very impressive combustion engines. If this Porsche is also available at some point as an electric vehicle, will the sound also be played? [33:34]

**SR:** Those are good questions. But first let's continue with our competition. Oliver, do you know? [33:38]

**OB:** I will first try to answer the question and then reply to the point mentioned by Kai Diekmann. Well, the GT2 RS is a car with a turbo engine, so we can rule out the second sound. The first and third were very similar. I would also then say the first sound. And regarding the point brought up by Kai Diekmann about the sound in the case of electric engines: we believe

that an engine or motor always has to be authentic. In the end it seems silly to us if we now use a combustion sound for an electric vehicle, which of course would naturally be technically possible. With the Taycan, we therefore went in the direction of taking the sound from the electric motor. And it is a great challenge to find exactly the frequencies that make this sound attractive for the driver. We also have the possibility of amplifying this electric sound once more in the car. We believe that a combustion engine must sound like a combustion engine, typical for Porsche. And an electric car must also sound like an electric car with a sound that is typical for Porsche. [34:38]

**SR:** Oliver, thank you for the explanation. Now we will quickly give you the answer to our quiz. You both said that sound one was from the Porsche 911 GT2 RS – and that's correct. Very good. Congratulations! Sound number three was the current Cayenne Coupé, as Oliver correctly said also with a turbo engine. And sound number two was the 919 Hybrid, our triple overall winner in the 24 Hours of Le Mans. Speaking of hybrids: Oliver, perhaps you would like to say something about that? In the three-pronged drive strategy, the hybrid also has a part to play at Porsche. [35:11]

**OB:** Yes, we are currently in a period of transformation in the automotive industry. In my opinion, it will change more in the next five years than it has in the past 50. And for that reason it is particularly important for us to keep our drive portfolio as flexible as possible – each concept in its own way, each typical for Porsche. We will use petrol engines in Porsche cars in the future, for the 911 for example. We also have very powerful hybrid drive systems – and that is the secret of the success of Porsche hybrid drives, because we have designed them to have very high performance, such as in the Panamera and Cayenne, for example. And we have the third pillar: electric mobility. We will be able, in the next 10 years, to offer each of the three Porsche segments – the two-door sports cars, the saloons, and also the SUVs – with these three drive variants. The reason for this is that every drive type is designed for different purposes, but we also need flexibility because the regions in the world will change very differently. Flexibility is what is needed at the moment, and we believe that we are well positioned there. [36:25]

**SR:** Kai Diekmann also made a good point: it's about emotions, about passion and about fulfilling a dream. And the Porsche Taycan, the all-electric Taycan, is in our opinion something that goes in that direction. Fulfilling a dream is also a good cue. I have another sound for you, a bit of fun this time. Oliver Blume said that every sound must be typical for every engine, and I'm really interested to know whether you have an idea what vehicle is behind this sound? [36:55]

**Tractor engine sound** [37:06]

**SR:** The nickname of this vehicle is Red Nose. [37:09]

**KD:** I would spontaneously say that it is a truck. [37:11]

**SR:** Very close, but it isn't ... [37:12]

**OB:** As a student, I drove a Citroën 2CV for a time, and when you started that in winter, it sounded very similar. Incidentally, that was also red. But Porsche also has a good tradition with tractors. So I believe that it was a Porsche tractor. [37:29]

**SR:** That's exactly right. The Porsche Diesel Junior. A whole 14 PS and nicknamed Red Nose because of its elegant bonnet. It is also here in the museum, and also took part in the Porsche Super Bowl ad, tongue in cheek. [37:42]

**SR:** For you, our listeners, we have of course also prepared an engine sound quiz as part of a competition.

#### **Competition – female voice:**

Porsche AG is giving you the chance to win an exclusive factory tour of the parent plant in Zuffenhausen – and with a little luck also perhaps a short meeting with CEO Oliver Blume. The competition starts now and will run up to the next edition of the 9:11 podcast. Porsche will draw one winner from all correct entries. Everyone over the age of 18 can take part. You will find the detailed terms and conditions of the competition in the Porsche Newsroom at [www.porsche.newsroom.de](http://www.porsche.newsroom.de) – as well as one or two clues. [38:29]

**SR:** So, now there is just one thing missing. To win, you must answer our question correctly, namely which vehicle is behind the following sound?

#### **Engine sound [38:54]**

**SR:** Oliver and Kai, we have talked a lot about coronavirus, the challenges and the opportunities. To bring us to the end of our podcast: is it possible that the economy and society will become stronger as a result of coronavirus? [39:09]

**KD:** I believe that if we draw the right conclusions, then our economy and society can become more resilient, to use a current buzzword. But we must also move in the right direction. And I am not sure whether everything that we are currently doing, particularly on the political side if I look at the economic rescue measures, will really have the desired results in the end. I think that the politicians did a good job in guiding us through the coronavirus crisis in Germany – with the

right measures, and the right message. That was one of my experiences at the start of the crisis when, in the second or third week in March, Chancellor Angela Merkel gave a television address to the people. I thought that it was a historic moment that we won't forget, as it marked the start of the lockdown. At the moment, my impression is that our politicians are trying to convey the idea that the government can financially cushion all the life risks that are related to this crisis and that everything is just a question of money. I am quite concerned about what will happen with the free play of market forces there, and whether the money is flowing into the right channels. I worry that we may be artificially keeping business models and industries alive that would not survive in the medium term even without coronavirus, which have been pushed under water by the coronavirus crisis and have arrived at the point where they will end up anyway. We need the right stimuli. For me, there is no doubt that digitalisation is one of these stimuli, so that we can benefit from this momentum, as is the knowledge that we can do many things in a simpler way, that we can make services easier and that we can create new services. I was very impressed by the restaurants that did not just simply say that we are now closing up shop and then ask their regular customers for donations somewhere on their portal, but instead changed the way they worked and said: "here there are now three meals and we will deliver those.". In other words, they created or invented other services. I am really hopeful about this now if we draw the right conclusions from the crisis, and I also wish that we could be more courageous in the area of deregulation. We have temporarily suspended some things in the context of the crisis, such as restrictions on opening hours. Or what also happened in the crisis: the Sunday driving ban for trucks was lifted in order to maintain supply lines. Why do we not now have the courage to do more than just throw money at everything, which in the end has to be paid for by the taxpayer, and possibly even by a taxpayer who has not been born yet? That is what worries me. The hope I have is that we actually draw the right conclusions and come out of the crisis stronger than before. [42:36]

**SR:** Oliver, what is your conclusion? [42:38]

**OB:** I also believe that the crisis has been managed exceptionally well in Germany, in particular by the federal government, the individual states and the municipalities, with a high level of transparency, information and consistency about how decisions were made. If you compare that internationally, you can also see that in the figures. As a result, I also have little understanding for voices that have appeared afterwards and said that one or another decision should have been made differently. It is always easy in retrospect but it is always good to think about the *lessons learned*. How would you deal with something like this in the future? But my conclusion about how it all was managed is absolutely positive. And incidentally, I think the same about the

discipline with which society and the population in Germany implemented the necessary measures. I also think that the crisis acted as an impetus to reflect once more on our values, on the essential things. And that is also a signal for the future, to perhaps question yourself and what you are doing now and then. We know from our personal lives that sometimes other influences are needed, whether external or self-chosen, in order to change things in your life, to question things. For example, if you move home, if you are finished at school and are wondering what to do, or on the negative side in the case of illness. I think that it is a great opportunity for us to also question things even when there is no such impulse. The positive thing was that this impulse affected us all, and we are drawing our conclusions from that, so that we also say in the future, and that would be my wish: is this growth spiral at all cost really the right way forward, or should we do without some things and concentrate on what really makes life worth living? Overall, I think it is now important to ramp up society and the economy in a cool-headed and systematic way. Kai Diekmann mentioned the funds that are now being made available by the federal government in Germany. I think that it is positive that this was done across the board, because it is naturally also difficult to concentrate only on certain areas and leave out others. The difficulty is then of course that I can also choose the wrong areas and say: perhaps they are not as viable for the future after all – but the basic attitude was positive. The sums involved, and we will see this in the future, are naturally a huge burden that we have to carry as a society, but I believe that there is really no other choice than to be bold and make these funds available now. The way we are positioned in Germany, and with the German mentality like it is, we will successfully manage this situation together. And that is also one good thing that we have seen in this crisis: the way that we all link arms and support one another. [45:16]

**KD:** By the way, when Helmut Kohl was criticised after the fall of the Berlin Wall with people saying all the things that could have been done and what he did wrong during the reunification process, he always said: *"We will do everything differently in the next reunification."* [45:28]

**SR:** We could go on talking for a long time, but that is now the end of the podcast for the moment. Thank you for the entertaining and interesting discussion and thank you to everyone for listening. If you have any suggestions or feedback, then please write to us at [911-podcast@porsche.de](mailto:911-podcast@porsche.de). Until next time, take care. [45:48]

**KD + OB:** Goodbye, thank you. Thank you, it was fun. [45:50]