

Keys to Intelligent Industry

with Caroline Segerstéen Runervik
and Fredrik Gunnarsson

EP 22

How to move an entire industry group as fast as possible in manufacturing, digitalization and, of course, AI, with Jonathan Wickström, Manufacturing Digitalization Lead at Husqvarna.



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[Guest] **Jonathan Wickström**

Sometimes we deprioritize certain factories which could have maybe moved even swifter because we see the greater movement by lifting everyone up a few notches.

00:00:17 [Host] **Caroline Segerstéen Runervik**

Welcome to our podcast, Keys to Intelligent Industry. What is intelligent industry? What is the future of intelligent industry? We talk about the IT and OT convergence, and of course, about AI as a key accelerator for basically the change we're seeing happening in the industry. And of course, as always, I have Frederick by my side. So Fredrik, how are you?

[Host] **Fredrik Gunnarsson**

Very well, very well.

[Host] **Caroline Segerstéen Runervik**

And there is quite some interesting things happening around the corner. We have an election in less than two weeks.

[Host] **Fredrik Gunnarsson**

Oh, yeah, we do.

[Host] **Caroline Segerstéen Runervik**

And in our last podcast, I had the opportunity to talk to Åsa Zetterberg. And we spoke about the importance of putting technology and AI on the political agenda. And at least in this morning's press, I saw one of the parties also pitching for the same. And it is important, right, that actually our politicians will support this technology development.

[Host] **Fredrik Gunnarsson**

Absolutely. So interesting if that comes as a topic in the election, yeah.

[Host] **Caroline Segerstéen Runervik**

Let's see. So coming back to our guest of today, Fredrik, we have someone who is today serving as the manufacturing digitalization lead at Husqvarna Group, someone who really know how AI can be used to make the factory smarter but also can probably guide us in some of the challenges he is facing on the everyday work. So Jonathan Wickström, welcome.

00:01:43 [Guest] **Jonathan Wickström**

Thank you very much.

[Host] **Caroline Segerstéen Runervik**

So Jonathan, of course, we want to hear a bit more about your own journey.

[Guest] **Jonathan Wickström**

My career, which hasn't been that long in many others' perspectives, but very interesting. And I think even though I might not be that old, I might have been in industry for quite many years. I'm born into a family company because I'm born in Hillestorp. That's where I come from. And if you know Hillestorp, you may be instead have heard of Gnosjö-andan. Hillestorp is inside of the same municipality as Gnosjö.

[Host] **Caroline Segerstéen Runervik**

And for people who might not know, it's like an entrepreneurial place in Sweden, right?

[Guest] **Jonathan Wickström**

Exactly. So my grandma and grandpa created a metal working industry called Window, which I've been spending my early days in and many summers and many extra free time as well, I guess, learning the production process very closely. Yeah, and after that, I've been studying in Gothenburg and tested out, been in Thule, and then a bit into Volvo, the Tuve factory, and so on.



[Host] **Caroline Segerstéen Runervik**

And in Volvo, you worked on supply chain optimization, right?

[Guest] **Jonathan Wickström**

Yeah, I did. I did an what do you call master's thesis for Volvo to the factory where we looked on inventory discrepancies because balances on different warehouse locations is very difficult to get right. We built a system that looks on the data and then compared what went in and what went out to get the big of a map. Okay, where are the main problems?

[Host] **Caroline Segerstéen Runervik**

So you were born into manufacturing in a way and you've created, this created an interest to also be part of the manufacturing industry.

[Guest] **Jonathan Wickström**

I've always had like, I mean, a drive for production, I think. And I think it's, I mean, manufacturing is a bit different than many other kinds of industries because there are so many people involved in the kind of operations of it. And I'm amazed every day, how are we even managing it? How does it work? And, but we magically do so, but collaboration is, I mean, key, yeah.

[Host] **Caroline Segerstéen Runervik**

Absolutely. And today you have actually a global role within Husqvarna driving manufacturing digitalization, but also industrial AI. And maybe going back to Husqvarna first, because it is for us Swedes, a brand that a lot of people know because we use Husqvarna products in the garden or in the forest, but it's also truly one really, really key industry player for us. So describe a bit Husqvarna.

[Guest] **Jonathan Wickström**

So Husqvarna Group basically consists of three different divisions. We have Husqvarna Forest and Garden, then we have Construction, and then we also have Gardena. That is Husqvarna Group today.

[Host] **Caroline Segerstéen Runervik**

And clearly a strong brand for the Swedes. Coming back now to your role. So what does it mean to lead digitalization and really industrial AI?

00:04:40 [Guest] **Jonathan Wickström**

It's always tricky to summarize in a role as such, but the key responsibility I have is that I try to make everything inside of the four factory walls of a factory as efficient as possible. And I basically have the IT tech stack to do that and how do we really transform the work we're doing. That's key responsibility. However, how do you do that then? And then you're starting to get into a bit of the mess. You both need to manage the people. You also need to lead the development teams. You also need to understand where to head with the development teams and what to do and what is the right priorities. And I am somewhere in the middle. Sometimes I'm calling myself as a technical architect. Sometimes I'm just a developer. And sometimes as a more of a leader and missionary.

[Host] **Fredrik Gunnarsson**

So before going into the intelligent or smart factory, can you just describe the who's going to the footprint of factories, the type of factories, type of production process you have so everyone understand a bit of context?

[Guest] **Jonathan Wickström**

It's a mix. So we both have certain factories which are more component manufacturers. We have a casting, a die casting and machining factory, which is producing sub-components to the rest of the assembled factories, because we also have final assembly factories. We have a global footprint in many different countries across the globe.

[Host] **Fredrik Gunnarsson**

And in that context, when you work with the digitalization or smart factory, whatever you call it, what's your, what's the main focus?



00:06:10 [Guest] **Jonathan Wickström**

So the scope is always the full footprint. Everything we do is for the full Husqvarna group and how do we move Husqvarna group as much forward as possible. That's everything we do. And that definitely means that sometimes we deprioritize certain factories which could have maybe moved even swifter because we see create a movement by lifting everyone up a few notches. However, it also means that for certain factories which might not be mature yet and can't even be a part of the initial journey, we are deprioritizing as well. So it's a mix and balance here of finding the right level of how we drive Husqvarna group as quickly as possible forward.

[Host] **Fredrik Gunnarsson**

You had some sort of quite large initiatives or at least, a stepwise development over the last couple of years. Do you want to describe more technically what you actually have done in that development, in that digitalization journey?

00:07:01 [Guest] **Jonathan Wickström**

Initially, when we started the program, we always, I mean, we were not building for one factory. We were building for the full group. That has been key from day one. Then we also did a bit of self-assessment, okay? Why haven't we really succeeded in building for the group previously? And we did a bit of an analysis and thought a bit before we really jumped on. And we saw a few key things that we saw as blockers or things that we really needed to get over to not come into the same way of development as we have done before. If we're looking at all of our different applications, what are the common things on our application layer that is basically reutilized? And then we concluded on 2 main things. One is every application is only working upon the data it has access to. Okay, data is important. The other one is that every application needs to move data and it needs to have access to the data when it moves. Okay, the communication pattern is also very, very important. So that's really the starting point. Before we then built anything, we started what is the data that we are going to build our applications on top of. We didn't have a standard and we didn't want to reinvent one because we're way too small for reinventing our own standard for describing industrial assets. So we looked on the market and found, okay, the OPC UA Foundation has basically one concept, which is information models. So we tapped on to those because that was anyway the biggest standard out there. Okay, there has been a lot of review in it and there's a lot of good things in it as well. Because it also makes it easier to have a conversation with other people where you can point to a proper standard. This is how we want the machine data to be implemented before we do anything. When we had done that, then it was okay, If we have standardized data, okay, sure. Can we then build our application? No. Okay, we need a way of transferring that data as well. And that's where when we then went into a more IoT platform. We chose in the end, or we went into the Microsoft's investments into their new IoT operations suite as a foundational platform engine for transferring data. And then we started to build a few applications. In the aftermath of where we are now, we really, okay, those were really good ideas that came up to light because those are what we are seeing now where we're really accelerating our application development and the scale out. Because now it's so easy. When we come out to a new factory, we say, okay, your machine produces data like this. We need it to look like this. If it looks like this, our full application platform will work.

00:09:38 [Host] **Caroline Segerstéen Runervik**

So it's very interesting to hear about these things that you put in place. But how did you get, well, one is how did you get the right investments from management? And how did you get the organization, the factory organization with you, like the production manager, to implement this?

[Guest] **Jonathan Wickström**

The program started a few more years before I even entered Husqvarna. I joined four years ago. However, two years before that, the groundwork started on getting okay, we're seeing that every factory has the same kind of needs, but every factory were driving it themselves. Because that is how Husqvarna has been organized. And we said, okay, if we're going to get the efficiency of the digital journey, we need to work differently. And then funding basically were started, okay, how can we then initiate a pilot around this and how can we then initiate a program that is more centrally funded, which can get us to the starting point. And inside of that starting point then we also set out, yes, as I said before, yeah, we focused on the data and setting the platform, but we also found a few key applications which we also should deliver, which was common needs across the group then. OEE measurement was one of those. Okay, how do we supply good quality OEE measurements to all of our factories? Because



everyone is asking for them. Let's do that on top of, because if we have the data, if we have the platform, an OEE application isn't that large. When we had done that, and we got to a good quality of such a system, it's much easier to pitch because we are now selling value. We are not selling a platform. We are selling that if you harmonize your data from your machine, you will get this free of charge. And what we are seeing at the moment is that our products, which are integrated to all of the rest of the platform, is many times a better alternative than what the external vendors can provide.

[Host] **Fredrik Gunnarsson**

It seems like a really good approach when it comes to getting that overall uplift across the factories and the standardization, the ability to scale.

[Guest] **Jonathan Wickström**

But then I also think that to get how do we get the plant managers, it's a continuous journey. I mean, I'm out talking and we are talking as a group a lot of what are we doing, what are we providing?

[Host] **Caroline Segerstéen Runervik**

And show the business value constantly.

[Guest] **Jonathan Wickström**

Yeah.

00:12:00 [Host] **Fredrik Gunnarsson**

On the question of the business value, what have been your, I mean, just setting the right foundation check, getting the right connectivity, but then when it comes to the actual sort of business value, what have you prioritized in terms of what you wanted to achieve to show tangible results in the production process?

[Guest] **Jonathan Wickström**

So every case we're driving is basically self-paired. I mean, it should sustain itself. And we have done some quality defect analysis cases on top of the platform. The OEE case is a bit tricky one because we're not really saying that just measuring OEE doesn't help you. But however, to have the foundation and to do the systematic thinking inside of your how do you optimize your production process against the target will create the value. But this is really a, I mean, now we have a tool. We are working, I mean, and it's being adopted and people are following the targets, but now it's also working inside of some processes inside of the norm, I mean, the factory processes to really drive the optimizations with the clear target. So some cases, more this is a direct bang for the buck, and some cases which is more building a foundation for how do we really drive manufacturing. Because I think this, and you lifted this as well, smart factory as the case. And before this podcast, I actually had to think a bit. Okay, is smart factory a term which I recognize and I utilize? And I'm basically concluding no. I don't actually talk about smart factories and I don't talk about Industry 4.0. We tend to talk about operational excellence.

[Host] **Caroline Segerstéen Runervik**

And are there some key values that you can point at right now that you see out of this?

[Guest] **Jonathan Wickström**

Yeah, I mean, definitely. We are lifting with having the visibility. We are seeing that we can help prioritize where to focus inside of a factory. We couldn't do that before. And how do you then drive efficiency gains in a factory if you don't even have the visibility? So a lot of creating the visibility to lay the foundation to understand and then actually take action on top of it. That's clear wins, which might not be tangible as an economical result yet, but we're definitely seeing those kinds of trends because our factories are now starting to operate differently because they are now gotten data which they previously didn't.

[Host] **Fredrik Gunnarsson**

You have sought discussions and cooperations with other industry players. We quite actively, I believe, had a lot of discussions with your peers in other companies. And I believe you have struggled a bit to find, real experience sharing and also depending on the size of the companies you're talking to. Do you want to share a bit about that, what you see when you discuss with other companies and what you can reuse



and where you have struggled to reuse? Generally, what do you believe is the temperature of the factory transformations of Sweden today?

00:14:57 [Guest] **Jonathan Wickström**

We have definitely looked quite a lot and tried to share. We have quite openly shared what we are doing as a strategic thing to get to other people's input in what they are doing and having an open discussion inside of the industry. Because what we are seeing and the key things and elements that we see is a big success factor of what we are doing. We are not really seeing in other industries and in other companies and so on. Because many, some have gotten very far with one plant. Some have gotten some super advanced use cases in place for some machines. But very few are targeting the full group and the full company-wide plant footprint in the transformation project. Because we are not seeing that it's not the advanced use case that is enabling that you can scale it out to the full company. But we are seeing the enormous potential if we could scale that super advanced use case across the company. But we are spending so much effort currently in the industry of getting those advanced use cases up and running without really having where does it fit in, how does it integrate with the rest of the things, and how do we lay the foundation which really can scale.

[Host] **Caroline Segerstéen Runervik**

So what I hear is about you have found a way of going back to the basics of setting the data foundation in place and then finding a way to replicate this from industry to industry. Talking about data then, we also need to talk about AI, of course. So you have an AI companion which is really giving you value on the shop floor itself. Maybe you can explain a bit more on that.

[Guest] **Jonathan Wickström**

AI on the shop floor, we are basically running, we have, it's more than two or three, but it's mainly three different cases at the moment which we are really digging into. One of them was our factory companion, which came quite early inside of the process when RAG and like large language models became a thing. Okay, how do we have a chatbot which works on the context that we are having? We then deploy that, but we also very quickly inside of that process, okay, what are we lacking to really do good quality? Yeah, the data because it also takes quite a lot of effort with the current landscape that we have to get the factory companion to work very, very well. We took a step back, analyzed, and then what we have done at the moment is that we have now provided ways of incorporating feedback loop in how we can drive the quality of the factory companion, which is now then actually starting to grow as well because we need the help of the people to lay the foundation of it to provide better quality of service.

[Host] **Caroline Segerstéen Runervik**

So human in the loop is still important.

[Guest] **Jonathan Wickström**

Still important.

[Host] **Caroline Segerstéen Runervik**

Can you elaborate a bit more on that?

00:17:50 [Guest] **Jonathan Wickström**

So I mean, the background to factory companion is, okay, which process are we even supporting? Let's say if you're standing next to a machine and it stands still, if you're as an operator are going to troubleshoot that, you actually need to have quite a big understanding of different topics. Because the machine, it could be a mechanical fault. It could as well be an electronical fault. or that there is somewhere in the software which is basically now hitting a block. But you as an operator still needs to understand what is that, how we have historically solved this problem in the industry is that we have done it in documentation silos. We do maintenance logs, IT incidents, troubleshooting guides, machine documentation, all separate. So what we did in the factory was then to lift all of those up, index them, and make them accessible for the large language model. So when you ask a question, you get the response. And then this comes the feedback in the loop. Okay, what is it? Yeah, the true feedback is that if the help didn't help you, why didn't it help you? What was actually wrong and what could actually have helped you in getting the machine up and running again? So that's incorporated into the solution and that is now the continuous feedback that we are really pushing for at the moment to get to a good



quality of service. And that's super important because coming back, okay, why didn't it work or why doesn't it work out-of-the-box? Because the data foundation isn't there.

[Host] **Caroline Segerstéen Runervik**

So if I'm a shop floor worker, do I see this initially as a threat or I actually very quickly see, oh, this is helping me?

[Guest] **Jonathan Wickström**

So looking at what are your options? You're standing next to the machine. The machine stands still and you don't really know what to do. It might be a night shift or some other. You might not be there that you can just call in someone who knows. You might need to do an initial troubleshooting. And your alternatives in that is basically, okay, do I know it already? Okay, then I might get it going. If I don't know it already, then we're getting into the process where we are then supporting. You have two options. Either in certain machines there is a big folder, a lot of papers around like 600 pages next to the machine, which you need to go and scroll down to and see, okay, have this happened before or not? And the third option, which we are then maybe switching. Okay, if you don't know, let's ask the question first. And then if the question doesn't help you,

[Transition Sound]

[Guest] **Jonathan Wickström**

You might have taken another minute of your time and looked up it. And you still need to look up in the documentation and so on. So if you're going to do technology for operators, you need to meet them where they are inside of the process. And you really need to identify where can we enable them and where can we help them and how can we speed it up? And if you do those, and that the operator is really feeling, I'm actually moving faster. I'm solving my problems faster by leveraging this. You're never having afraid operators who think that this will replace them. We're enabling.

[Transition Sound]

00:20:45 [Host] **Caroline Segerstéen Runervik**

I think this is cool with this AI companion on our shop floor. But what did surprise you the most when implementing this? Because now I understood this is something you're actually implementing and taking from factory to factory, right?

[Guest] **Jonathan Wickström**

It's a global solution. So now we're working with more education and okay, people, I mean, it's out there. Everyone can take it. But it's also coming down towards that the factory also need to drive it. And this is also, of course, a key thing that we are working with a lot with what are our central responsibilities versus what are the local factory's responsibilities? Because we as a central team, we have always identified us as we don't want to be the bottleneck of innovation or adoption. Then we will not really be able to reach the kind of speed which we are after. And therefore, in every solution, we have been very strict in what do we do versus what do the factory actually need to do. Which have, of course, taken that certain things might take more time because the factory organization needs to be ready. They really need to have the needs and wants to do it. And now we're providing a tool set which they can pick up on.

[Host] **Caroline Segerstéen Runervik**

Based on this, are they coming with new ideas? Do you pick up ideas like you have a reference group or you make people in one factory talk to another factory? Just a little bit, how do you operationally get new ideas and this adaptation if you want to accelerate?

[Guest] **Jonathan Wickström**

That's a good start. It's a good start to talk. By talking to a few, you will very, very soon start to see the emerging patterns. And that's really how we have then addressed, okay? And we have really built blueprints in every solution which we have built. If it's a factory companion, okay, that's a solution which could be adapted to whatever context, but you can still replicate the solution to something else. Our vision companion, which is our more quality defect analysis, vision-based analysis on parts, okay, was this good or bad in integrating the process? Don't really care if it's a motor, a chainsaw or an automover or



whatever. It's still the same kind of solution in the background. We did a sweep, identified a few, okay, these are big needs inside of the organization. Let's find a pilot factory where we drive the use case end to end, fully involved. As soon as we're done with that pilot, we take it up to the bigger group as well and say, now this also exists. We always do a bit of an interest check. Who else would be interested in this? Would you actually, do you want to follow the pilot process? Then we drive that pilot end to end, very, very hands-on together with one of the factories. but we already know that the need will pick up as soon as we can scale it out.

[Transition Sound]

00:23:20 [Host] **Caroline Segerstéen Runervik**

Okay, what do you see then would be the next use case, the next phase of these companions when it comes to making the factory smarter if we use smart factory at least in our podcast?

[Guest] **Jonathan Wickström**

I mean, we have multiple use cases and I think now we surface a lot of the industry data that goes, we do it in a structured format, which basically allows us to have context about the data. And I love one process because in many production processes, that if you have been in a factory, you always have like the daily morning where people are reporting of what happened yesterday on the shifts and the major pain points that happened and so on. And you also sometimes highlight if you had any major quality defects that has been identified throughout those three shifts. At the moment, then we are actually streaming that in real time. Certain processes then have the capability of understanding if this was good or bad. Let's say you have your quality engineer sitting in the office. Today he is working very reactively on that kind of reporting stuff that is happening since yesterday. But now we have the data. If we're looking at those patterns that is coming out, let's say now this machine process actually produced 4 bad parts in a row, which actually deviates from the normal okay and bad pattern. Why shouldn't that quality technician be notified right away? Because we also know that if we can be there when it happens, we are 80% more sure to actually be able to understand the root cause and solve it. And I think those kinds of patterns is where I'm seeing a more like, okay, agentic AI or which actually works on top of it. And yeah, we have a journey of getting to like a place where we can even do like more recommendations before we are really taking actions. However, we are moving towards because the first the recommendation needs to happen before the action because otherwise we never know what to take action on. So it's growing. And I think that's one of the very interesting aspects of it.

[Transition Sound]

[Host] **Fredrik Gunnarsson**

Based on the journey you've been on for the last couple of years now, if you look three, five years ahead.

[Guest] **Jonathan Wickström**

Looking on the Husqvarna context, since that's where I'm here, I really hope that we have reached the global scale. I mean, I want to be ambitious and I want to solve these kinds of maybe competence gaps that we have and a common understanding. And I want to have a platform where we really can share innovation. And I want to have a platform where we as a central team is never the blocker of you wanting to do or fix your needs. Then I think we can get the big uplift and speed and acceleration of our businesses. And I really hope we can get to that. We are getting to that point where a production engineer in Aycliffe or a production engineer here in Husqvarna, Sweden I actually need to look at this data. Okay, I can go in here, I can get all of the data, I can analyze it. I have a tool set now, which we can work on, which we also then can share across the globe.

[Host] **Caroline Segerstéen Runervik**

Because you did tell us before that it's been a journey in a way to speak the same language, right? And to not necessarily talk about applications but really understand what is important with the data and what does the data bring as value. So how do you see that you've been able to do this bridge and what recommendations would you have to others in similar roles?

00:26:42 [Guest] **Jonathan Wickström**

Be practical. Really take If you have an application, let's say a quality system or whatever, break it apart



and look on what are the ingoing components of that system. Even if you have a fancy graphical interface where you can do stuff, what is actually happening on the bottom layer, so to say? Because what we're seeing now is, agentic AI, your next application, it will be built on top of that kind of lowest layer. So take a look there and see if you can find the similarities and start to decouple from the kind of application which has all of the data versus instead of looking on our applications work on top of our data in the same way as our AI is working on top of our data. I think the few who will really succeed here, they will be possible to decouple application with data and work on it in a very big scale instead.

[Host] **Caroline Segerstéen Runervik**

So again, coming back to visibility and pragmatism.

[Guest] **Jonathan Wickström**

Sometimes we throw technical words, we tend to show something very fancy, but when coming back to the practical cases, a lot of people can actually understand. I think a common misjudgment we do is that people who are more mechanical maybe don't even know what IT is, but if you take it apart, IT isn't that much of a magic. It's actually a lot simpler to build an IT application than to build a rocket, even though IT application is a part of a rocket, definitely, but to get to the tolerances and so on, a lot more difficult. So break it apart and people will understand. Actually try to do that. Try it if you can explain a concept which is difficult to someone and see what happens.

[Music]

00:28:23 [Host] **Caroline Segerstéen Runervik**

It's actually very, very fascinating, Jonathan, because you described, you started by saying, I have not worked that long. But indeed you started your career early within manufacturing and looking at what you have achieved so far, it's very, very interesting because what I hear is about visibility, pragmatism. It's about coming back to again show what the data can do, but also really seeing concrete use cases for the AI on the shop floor and giving a concrete value to the worker on the shop floor. Coming back a bit to yourself and your ambition of where will operational excellence or intelligent industry be then in 10 years from now?

[Guest] **Jonathan Wickström**

I really hope, since I'm A Swede, I hope that Swedish industry is very competitive on this landscape. And I think we can if we are aligning us correctly. So I really think that we will have a manufacturing footprint in Sweden. I really hope that we have reduced the waste that we currently have inside of our manufacturing processes. I mean, a common theme is that, I mean, on Swedish average, we are basically on like an OEE of 45%. OEE is overall equipment efficiency, which is saying how much of our assets are we actually efficiently leveraging of the time we're running them. That's on average in Sweden, which means that even if we are actually quite far, the potential is enormous. OEE is basically impacted by, okay, your machine can stand still even though it was planned to run, or that it produced slower than it was intended to do. You produce the part every 60 seconds instead of every 30 seconds, you lose some time. And then you have the quality aspect. Okay, you produce a part which was bad. That's of course time that could have been spent elsewhere. With those losses, it's not only economical, I mean, losses that you're actually having in the standardized process. It's also sustainability because you're throwing away a lot. But I really hope that we have a very lean and good factory that produces what it should be.

[Host] **Caroline Segerstéen Runervik**

And sharing more between the different manufacturing players in Sweden, right?

[Guest] **Jonathan Wickström**

Truly. I think maybe that's due to a come from Hillestorp, Gnosjö-andan for the ones who knows about that. But a key thing in where I come from is that companies don't really care about company boundaries. Everyone is supporting each other. It could be that, okay, now I got the customer order, which I don't have capacity to do. I will send that customer order to my company next door because they have the same thing.

[Host] **Caroline Segerstéen Runervik**

I love it.



[Guest] **Jonathan Wickström**

Find that kind of thing in somewhere else. No, really. But it's also really people are they are seeing that if we collaborate and help each other out, we will succeed better together.

[Host] **Caroline Segerstéen Runervik**

I'm a bit curious, need to ask. So working now with digitization, AI across factories and really accelerating on the rollout across the globe within the Husqvarna factories, how do yourself learn about new technology? How do you find out about new solutions? How do you get input from the industry and how much time do you spend on that?

[Guest] **Jonathan Wickström**

Yeah, I guess it helps to be curious. Definitely. But it's also about having really good people with you. I mean, nothing is really possible to accomplish by yourself and you need to identify and build that kind of team around you. And I'm very, very happy with the people I have around me because it's also where I learn every day. I'm sitting with experts in the top of the fields where we really can drive it together. However, I also listen to a lot of podcasts. I actually, before this interview, I had to check up this podcast. I did a bit of that and I have a few which I tend to listen to and I read a lot.

[Host] **Caroline Segerstéen Runervik**

So being curious is important.

00:32:14 [Guest] **Jonathan Wickström**

I think so.

00:32:15 [Host] **Caroline Segerstéen Runervik**

I think curiosity in combination with Gnosjö-anda and having a really talented team around you, that is the recipe. Thank you, Jonathan, for a very interesting discussion. And I do hope there will be other manufacturing leaders reaching out to you to share their experience. Thank you, Jonathan.

[Guest] **Jonathan Wickström**

Thank you.

[Host] **Fredrik Gunnarsson**

Thanks a lot. Thank you.

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