

Technology Transformation & Leadership

Florian Bankoley
CDO Bosch Mobility



Invented for life



Who we are

Our company in figures & around the globe

In 2023



Europe



51%
share of sales



46.8bn
sales revenue



254,700
associates (approx.)



Asia Pacific*



30%
share of sales



27.9bn
sales revenue



121,100
associates (approx.)



Americas



18%
share of sales



16.9bn
sales revenue



53,600
associates (approx.)



91.6
billion euros
sales revenue



4.8
billion euros EBIT
from operations



429,400
Bosch associates worldwide at
year-end (approx.)



470
subsidiaries and regional
companies (approx.) in more
than **60** countries

Who we are

Our business sectors



Mobility



Industrial Technology



Energy and Building Technology



Consumer Goods

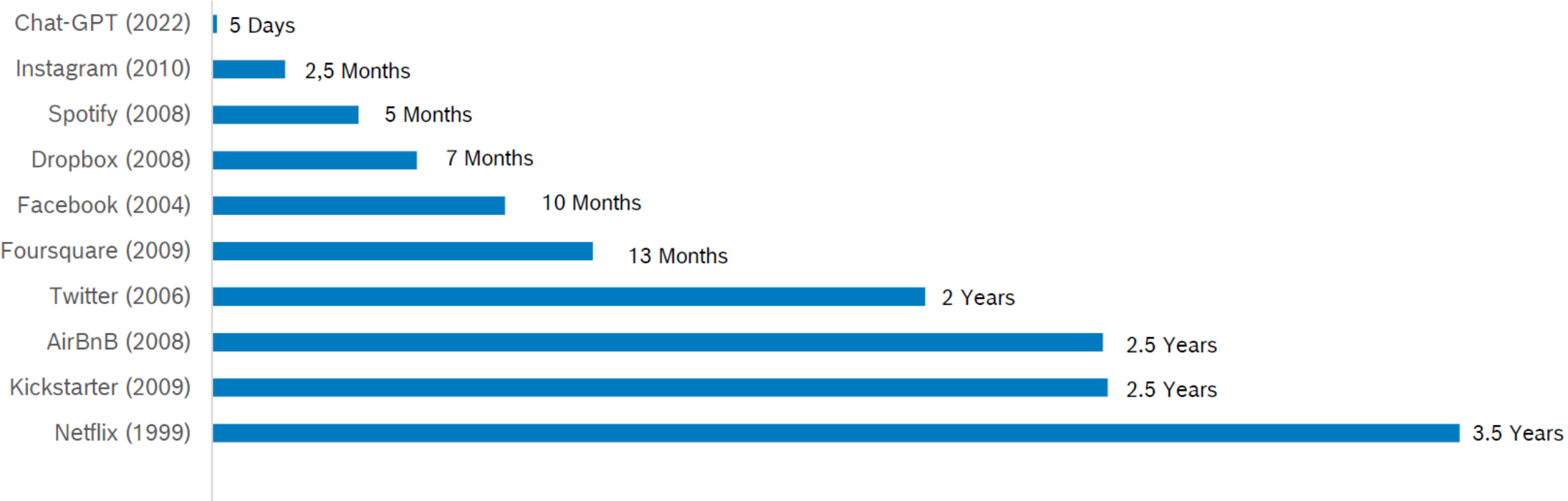


01 Why



Why we need to change Speed of adoption

Days it took online services to reach one million users



<https://www.statista.com/chart/29174/time-to-one-million-users/>

Consumer minimum expectations are based on their last best experience ...





02 What

What we need to do

Yesterday's operating model is not fit for tomorrow

Past



- Capsuled functional domains
- Individually managed, bilateral interaction points
- Few cross-functional activities & programs
- Linear, sequential flow of value creation

Past

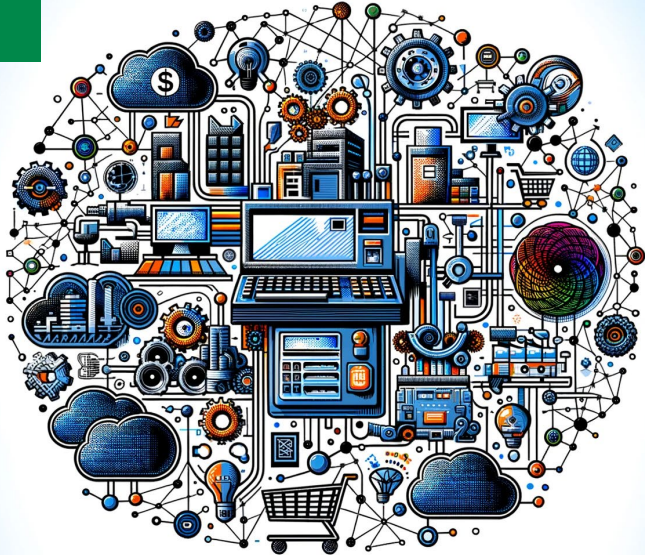


- Large, big bang projects
- Long lead times >12 months
- No cross – functional teams

What we need to do

Unprecedented shifts require a paradigm change

Future



- Functional domains are interdependent and tightly connected
- Interactions are ad-hoc in a highly dynamic network
- Cross-functionality is a constant must
- Value creation flow is context-driven (linear, parallel, recursive, continuous)

Future



- Joint teams between business & IT
- Projects are broken down into smaller increments with shorter lead times
- E2E responsible for outcomes



Digital Transformation is not a technical problem but a human (leadership) challenge

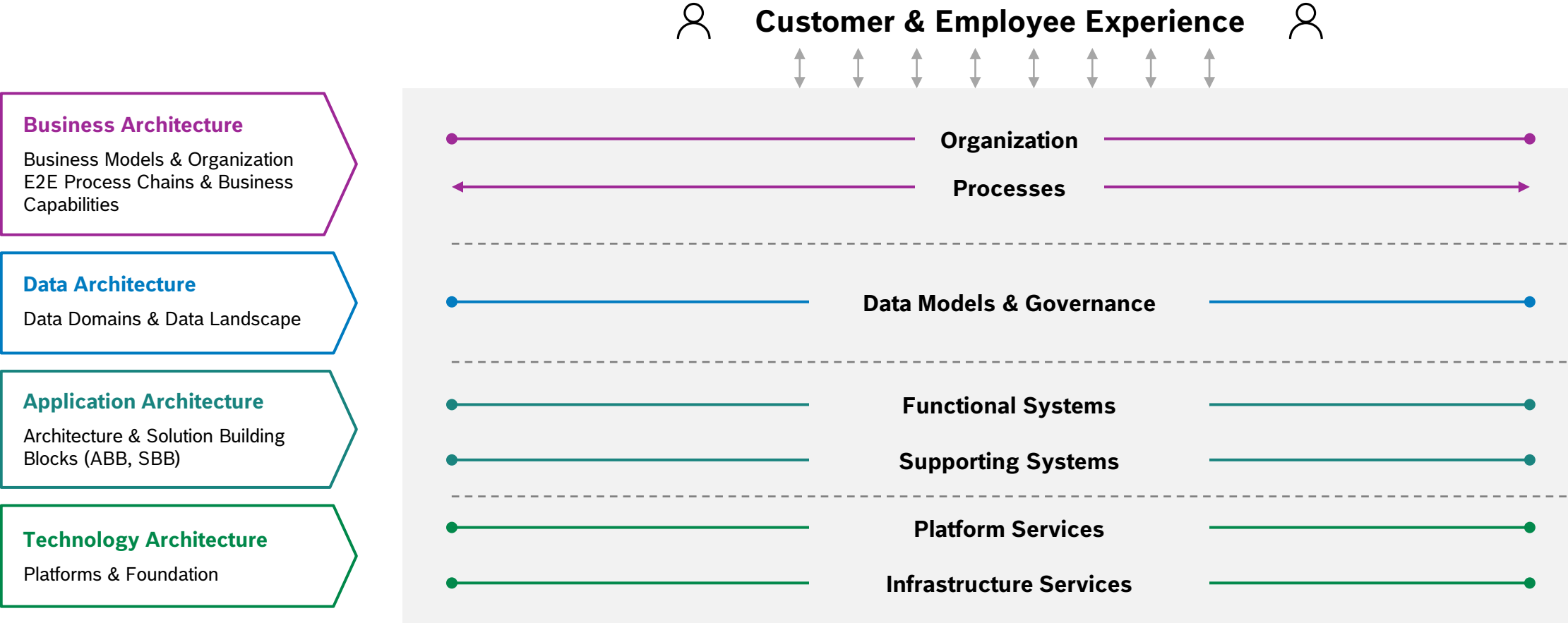


03 How

- Architecture & Data
- Leadership
- Agile Organisation

The EA story of Bosch

Structure of the Bosch Enterprise Architecture



The EA story of Bosch

Focus KPIs to measure Transformation Success



User Experience

“Net Promoter Score”
Improve R/3 vs. S/4
user feedback



Harmonization

Process Control Tower
Reduction of variants for
same process output



Standardization & Reduction of Modifications

Process Control Tower
S/4 standard usage

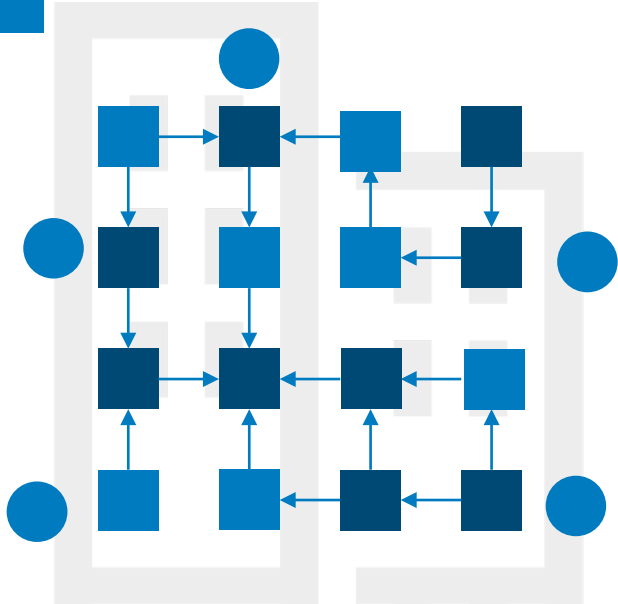


Digitalization

Process Control Tower
Digital process maturity
incl. automation degree

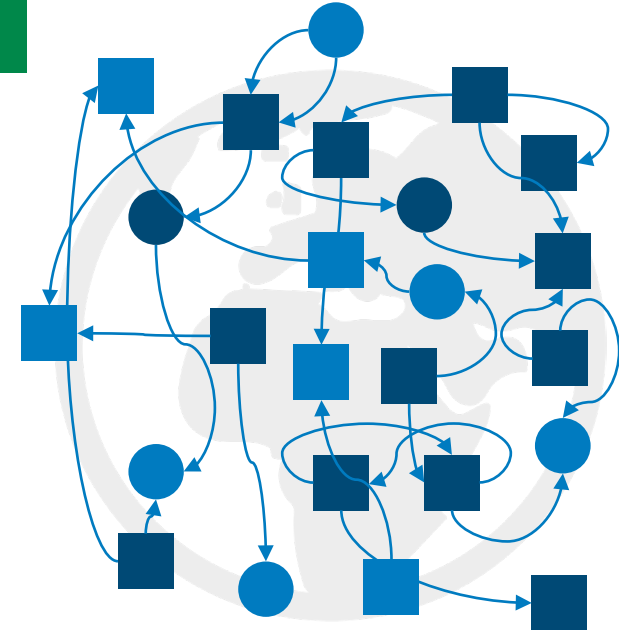
Digital is not only a technology but the root of a global systematic change

Yesterday



Formal, standardized and fixed processes and routines. Role of Management: **Provide answers.**

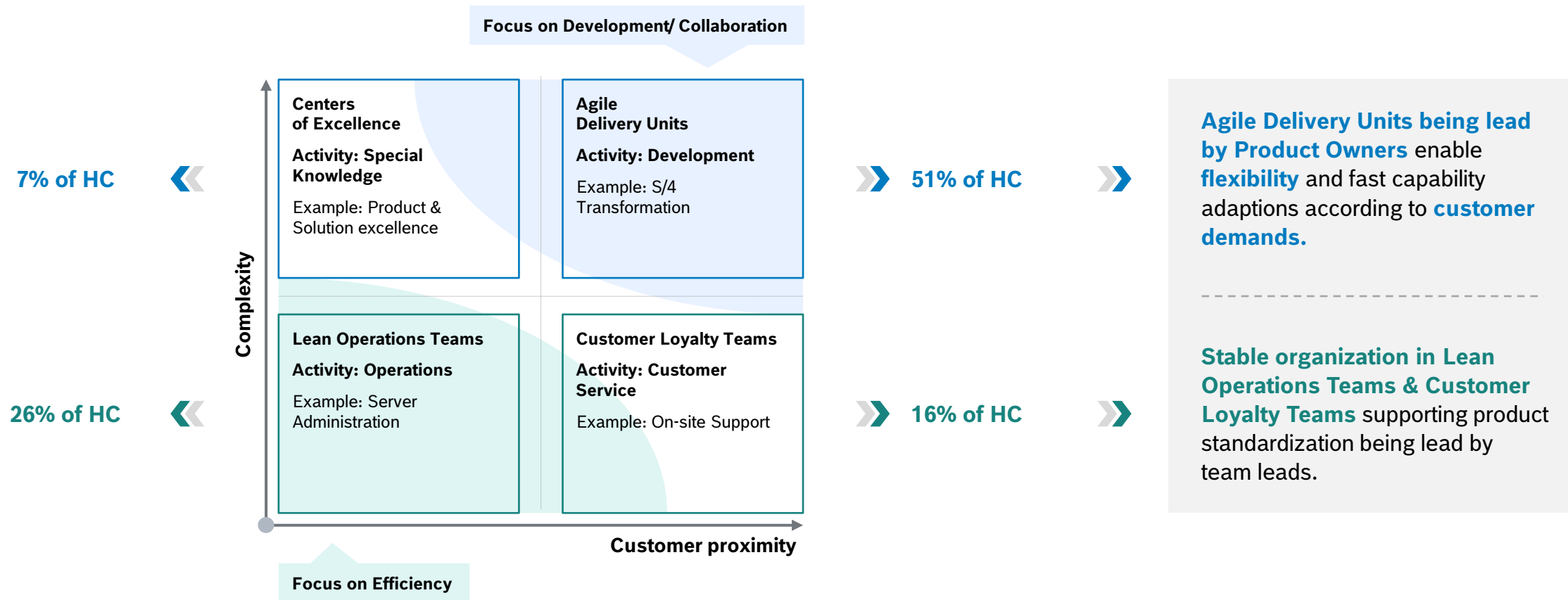
Today



Dynamic and complex developments with self-organizing integration. Role of Management: **Orchestrate the search** for answers.

BD Transformation & Strategy

We apply tailored ways of working along the Lean-Agile Matrix



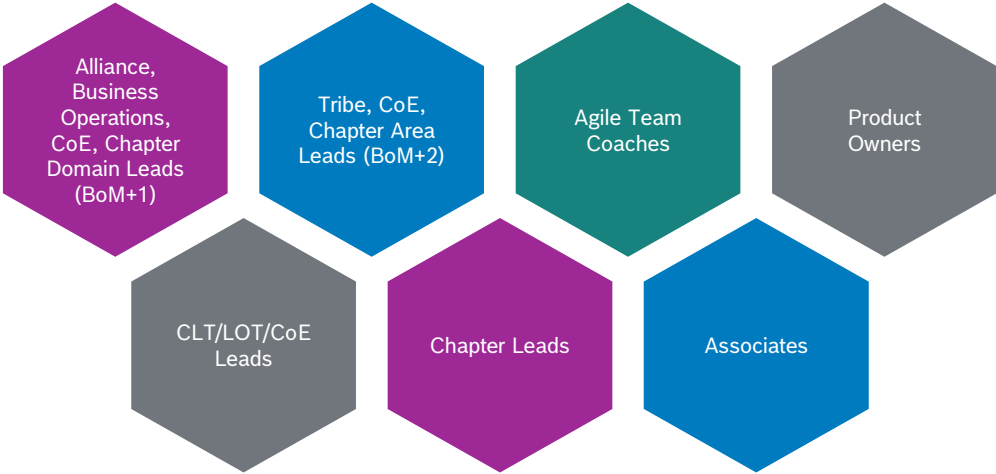
Training Academy / Re-Skilling / Up-Skilling

Holistic Transformation Approach



Role specific training journeys

Select your Learning Journey





04 Closing

Dimensions of Change

Value Creation in all Dimensions

Selected examples showing how we drove our organizational transformation in 2021

Value Creation and Steering

ITD
2025

Vision and ambition

Articulate an ambitious strategy and make sure all employees understand it as well as their contribution to it (e.g. OKRs)

Structure and Sizing

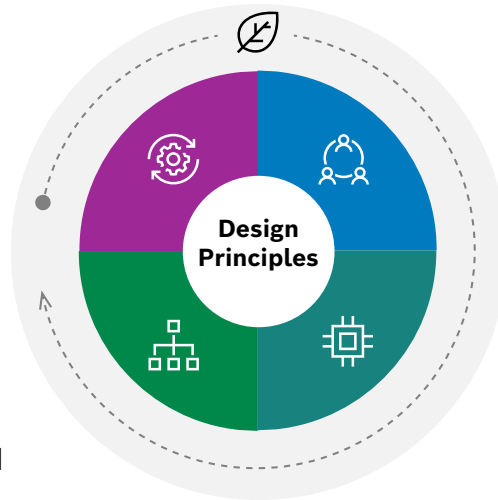


Participation process

~6,000 associates involved, thereof 98% accepted



Flexible Organizational Model, Reduced Hierarchies



People and Collaboration



Promote radical collaboration

Tools and Infrastructure



Data, Data, Data & KPIs

High performance Culture – Mindset and Behavior



Autonomy, Mastery, Purpose

Empowered teams, Shared leadership roles, new decision making principles



Business & Customer centricity mindset



Feedback landscape

Continuous measurement of associate, customer feedback

Summary

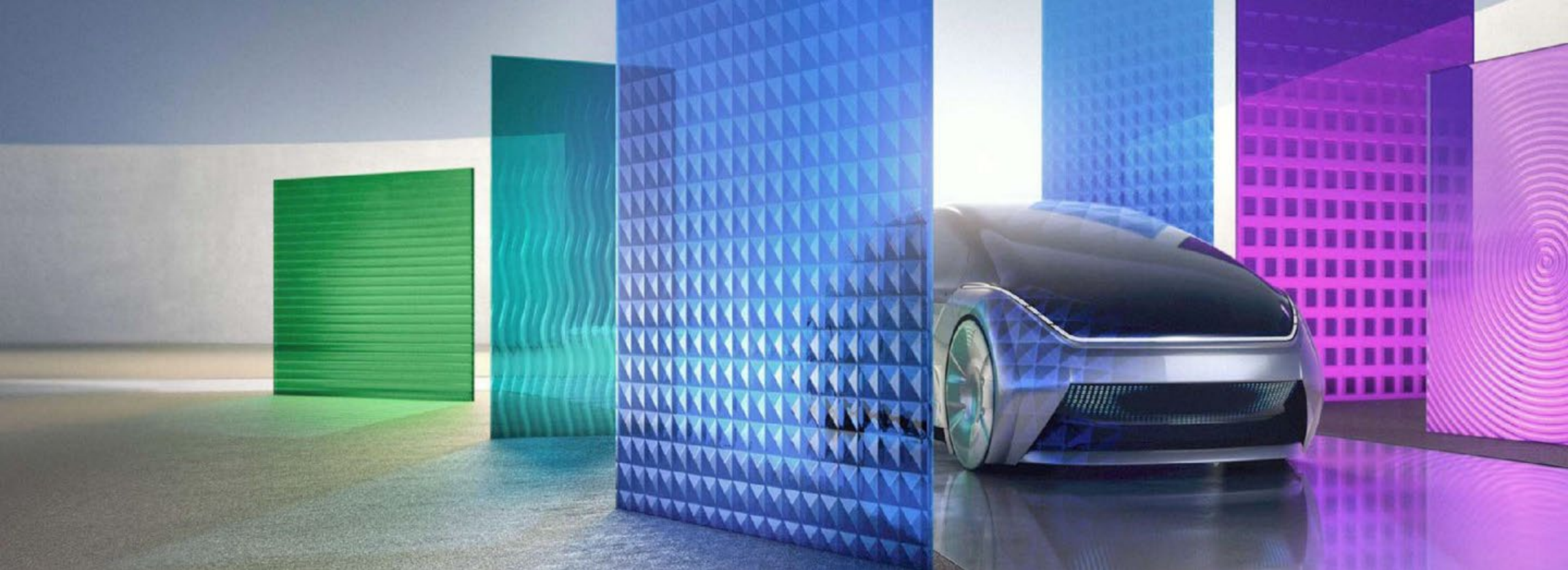
Technology Transformation & Leadership

Politics, Business and Technology are rapidly changing

Organizations face a multidimensional Push & Pull to adapt to these requirements

Architecture, Data & Governance are the methods and tools to prepare change. Leadership is the fuel to drive it





THANK YOU